



# Marketing plan and employee competencies on performance In The Marketing Department Of The Indonesian Tobacco Company, Tbk

Agus Iwhan Ariftian Zuhdi<sup>1</sup>, Arif Hidayat<sup>2</sup>

<sup>1,2</sup>Department of Management, Sekolah Tinggi Ilmu Ekonomi YAPAN, Surabaya, Indonesia

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## ABSTRACT

Restrictions and prohibitions on promotions, advertising and even sponsorship as a means of marketing tobacco-based products are a challenge for tobacco-based producing companies. The company strives to increase excellence in preparing marketing plans and competent human resources to achieve company performance. The aim of this research is to examine the influence of marketing planning and employee competency on company performance. This descriptive research took a sampling of marketing employees at PT. Indonesian Tobacco, Tbk using total population study techniques, and data collected through questionnaires and company performance documents. The results of the structural equation model (SEM) analysis show that the predictor model construct is quite good; the results of the hypothesis test show a value of  $t = 2.030$  at  $p = 0.043$  ( $p < 0.05$ ) which means that the marketing plan has a significant effect on company performance; and the  $t$  value =  $5.615$  at  $p = 0.000$  ( $p < 0.05$ ) proves that employee competency has a significant effect on company performance. So it can be concluded that marketing plans and employee competency have a significant effect on company performance, and marketing plan variables and employee competency can be used as predictive tools to measure the level of success or performance of companies that experience restrictions and prohibitions on marketing activities.

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## Corresponding Author:

Agus Iwhan Ariftian Zuhdi,  
Department of Management,  
Sekolah Tinggi Ilmu Ekonomi YAPAN,  
Jl. Gunung Anyar Indah Blok E, No. 150 -154, Surabaya, 60294, Indonesia.  
Email: [aiazuhdi@stieyapan.ac.id](mailto:aiazuhdi@stieyapan.ac.id)

## 1. INTRODUCTION

The issuance of Law no. 36 of 2009 concerning Health, it is necessary to stipulate a Government Regulation concerning Safeguarding of Materials Containing Addictive Substances in the Form of Tobacco Products for Health, as well as Government Regulation (PP) no. 109 of 2012 concerning the safety of materials containing addictive substances in the form of tobacco products for health is a challenge for companies engaged in production using tobacco-based materials. These two laws and regulations also regulate and limit promotions and marketing as well as purchasing conditions. Prohibition of the sale of stick cigarettes and supervision of advertising, promotions, sponsorship of tobacco products in broadcast media, indoor and outdoor media, as well

as information technology media (Prakoso, 2019; Widiyati & Minartiwi, 2020). The next point is enforcement and enforcement as well as implementing smoke-free areas (KTR). The Surgeon General is spreading the narrative that smoking is an addiction, not a habit (Duncan et al., 2018b; Ranabhat et al., 2019). Apart from that, the propaganda built due to the desire of pharmaceutical companies is to embrace various health and government institutions, and create a narrative that makes the tobacco industry the enemy (Vishwakarma & Angerhofer, 2021). Likewise, tobacco companies in Indonesia also face obstacles when selling their products. These obstacles range from packaging problems to sales promotions, due to the implementation of several regulations (Prakoso, 2019). Advertising, promotion and participation as a sponsor for cigarette products is very difficult, and there is a total ban on advertising on all print and electronic social media (Rahmanto, 2022). Until now, even though the legislation regarding tobacco products is still under controversy, expressions related to smoking activities are still prohibited. Apart from that, there is a ban on packaging and labels warning of the dangers of smoking which are required to cover 70-80% of cigarette packaging (Gozi et al., 2022), with the hope that tobacco products will become increasingly dim and KTR will continue to develop in various urban areas (Gozi et al., 2022; Rahmanto, 2022).

Promotion and sales of products made from tobacco or cigarettes abroad (exports) also experience various obstacles, such as in Thailand and Singapore which have taken very progressive action by making all tobacco products uniform in plain packaging without logos (Duncan et al., 2018a), and accompanied by pictorial health warnings with a proportion of 75-85% of the total packaging area (Gozi et al., 2022). Likewise with the distribution of electronic cigarettes, Indonesia and Myanmar, although they do not yet have specific regulations regarding these products, have implemented a ban on KTR (Rahmanto, 2022), including the countries of Cambodia and Laos, which strictly prohibit the sale and use of electronic cigarettes in their countries (Henriksen et al., 2020). Apart from that, prohibitions on advertising tobacco products are also implemented in print and electronic media (Ranabhat et al., 2019), but in Indonesia there are no regulations other than restrictions (Rahmanto, 2022; Widiyati & Minartiwi, 2020). Prohibitions and restrictions on tobacco-based products are reasonable to apply in various countries that have ratified the World Health Organization Convention for Tobacco Control (WHO FCTC) (Vishwakarma & Angerhofer, 2021).

Likewise, the company PT Indonesian Tobacco, Tbk which produces, markets and sells dry tobacco also faces obstacles in the marketing process. Such as a ban on selling cigarettes in sticks, increasing the percentage of health warning images on tobacco product packaging; and prohibition of advertising, promotions, participation as sponsors on social media. Of course, these prohibitions and restrictions are a challenge for companies that sell tobacco-based products, both dry tobacco and in the form of rolled or packaged cigarettes. For tobacco companies, what is needed to overcome obstacles in marketing their business products is a marketing strategy, namely marketing planning and employees who have competence to support the company's performance, both in terms of profitability and expanding marketing reach. This is in accordance with several studies by (Ismail et al., 2022; Rosário & Patrício, 2023; Setiyawati et al., 2021), who state that marketing planning influences company performance, and this is supported by research by (Sahir & Rosmawati, 2020), which states that planning is the key to success in company performance. Likewise, research by (Qurtubi et al., 2019), who tested marketing planning variables as having the highest contribution compared to other variables that support company performance in the marketing sector. Apart from credible marketing planning, the factor of competent employees or HR competency as plan planners and at the same time implementing marketing work plans is the most important part of company performance management. This means that HR competency is a priority asset which is the key to determining the company's success in achieving its goals and improving its performance. Research (Auliyani & Mulyanti, 2023; Iskanto, 2022) prove that HR competency influences company performance. Meanwhile, research (Ridwan et

al., 2020), provide a similar simulation, that employee competence is able to make an effective contribution to company performance. Research by (Hanum et al., 2020), provides an illustration that competent employees are tough, innovative, and have high work motivation and strong fighting power and are competent in their field of work.

Referring to the description of the obstacles and problems of limiting and prohibiting advertising and promotion of tobacco and cigarette products, as well as other regulations which may reduce company performance, and from several previous studies which tested and proved that marketing planning and employee competence are seen as being able to the answer to maintaining company performance. So marketing constraints, including regional policies such as banning the distribution of tobacco products such as cigarettes and establishing smoke-free areas, are no longer reasons to reduce company performance. As is the case at PT. Indonesian Tobacco, Tbk actually increases employee competency and optimizes marketing plans as an effort to improve company performance.

With regard to the problems and studies that have been described, the aim of this research is to analyze and test the influence of marketing plans and employee competence on company performance in the marketing sector. The selection of work areas in the marketing department is a pilot project to be able to describe the marketing plan and employee competencies in accordance with the marketing context. So the practical impact of this research can be a reference for developing tactical marketing plans, as well as part of developing marketing models and enriching products that are better able to attract consumers despite tightening promotional regulations.

## 2. RESEARCH METHOD

Explaining Research that took employees from the marketing department at PT. Indonesian Tobacco, Tbk was carried out using a total population study approach, namely taking all marketing employees located in the East Java office with 15 employees, the East Indonesia marketing area with offices in Sulawesi as many as 14 employees, the West Indonesia marketing area and export marketing with offices in Jakarta as many as 27 employees so that The total sampling in this study was 56 employees. Data collection was carried out through questionnaires and Thurstone scale models. Next, analysis was carried out using a non-parametric approach, structural equation modeling (SEM) with the partial least squares (SMART PLS) formula (Garson, 2016; Ghozali, 2018). Structural equation model analysis using the least squares approach is used because PLS can describe the relationship between variables and can explain the analysis in one statistical test process (Ghozali, 2018). The purpose of using PLS analysis in this research is to help researchers confirm the theory and describe the relationship between latent variables as a hypothesis testing decision.

## 3. RESULTS AND DISCUSSIONS

In Assessing marketing to achieve performance proven goals from the aspect of sales volume and profitability requires planning, which the entire marketing force considers necessary to understand the history of marketing achievements themselves. Historical marketing was disseminated by the Directors of PT Indonesian Tobacco, Tbk, as a reference to provide motivation and encourage the innovative abilities of marketers. Historical information is considered important, so it is also described in this research that since around 2000, the Company has experienced many changes by adapting an integrated management system with the implementation of ISO 9001. Expansion of the local market sales area and production arrangements as well as research and development for new products was carried out and the Company launched a new premium tobacco product under the Manna tobacco brand. The opening of markets in the Sulawesi and Maluku areas as well as market penetration in Kalimantan with Manna

tobacco products has been promoted over the last six years. In 2017, the opening of a new export area and the launch of the new Papillon tobacco brand in Japan. Also in 2017, the Company developed Manna tobacco products with the aim of reaching markets that could still be further developed in Eastern Indonesia. Manna tobacco sales are starting to get love from customers and are starting to gain market share in Kalimantan and Sulawesi, so that Manna tobacco sales are also starting to contribute to increasing revenue during 2022 for the Company.

The performance report of the company Indonesian Tobacco, Tbk, which is headquartered in Malang, provides the following global marketing performance report.

Table 1. Marketing Performance from the Profitability aspect

Marketing Period	Sales Value (Rp)	Number of Cartons	Net (Kg)
1. 2022	279.179.553.590	193,249	2,778,123
2. 2021	238,398,863,725	167,490	2,425,840
3. 2020	224.296.360.636	167,277	2,726,139
4. 2019	166.565.482.035	135,098	2,208,353
5. 2018	134.518.467.847	115.162	1,901,994

Source: PT Document. Indonesian Tobacco, Tbk

The Company's revenue (Sales) in 2022 was recorded at 279.18 billion rupiah and increased by 17.11% or 40.78 billion rupiah from revenue in 2021 of 238.40 billion rupiah. Likewise, sales in cartons based on carton packaging (master cases) sold in 2022 increased by 15.38% or an increase of 25,759 cartons; where the company recorded sales based on cartons in 2022 of 193,249 cartons and in 2021 of 167,490 cartons. Meanwhile, sales based on kilograms sold in 2022 were recorded to increase by 14.52% or an increase of 352,283; where the Company recorded sales based on kilograms in 2022 of 2,778,123 kilograms and in 2021 of 2,425,840 kilograms. It is also known that in 2022, the company will record a net profit increase of 30.40% or an increase of 5.6 billion rupiah. The company posted a net profit in 2022 of 23.4 billion rupiah and in 2021 of 18.37 billion rupiah. This proves that in the midst of unstable economic conditions due to the COVID-19 pandemic, the company was able to record an increase in revenue and profitability that was better than the performance in 2021. This provides an illustration that the company's performance related to marketing and HR competency has increased, as following image.



Figure 1. Marketing Department Performance Results Schem

Source: PT. Indonesian Tobacco, tbk (2023)

It can be understood that the Human Resources competency factor that supports marketing work planning policies is an important aspect in the company's sustainability. PT Indonesian Tobacco is more focused on improving the company's internal systems and work processes. Apart from that, the company also carries out continuous improvements and strives to optimize the potential of human resources and maintain operational reliability. This reflects that the existence of human resources supported by

marketing planning is seen as being able to influence the level of adequacy of employee needs for ongoing operational activities. The Company also depends on its ability to find and retain human resources in order to continue the growth and success of business activities. The company carries out recruitment to meet human resource needs and provides various training and competency development programs to maintain and improve skills so that it can increase the effectiveness of performance productivity. On the one hand, the company management also continues to establish good cooperative relationships with customers and suppliers to maintain sustainable business continuity, as well as expanding the distribution and marketing network with various equal distribution and promotion programs in various regions as part of the implementation of marketing work planning. Apart from that, there are promotional programs and the addition of competent human resources in several marketing distribution areas, which is one of the supports for increasing sales growth. So, in the efforts to make various improvements and consistent efforts as well as support from all employees, the company succeeded in maintaining conducive operational continuity and increasing the value of the Company in 2022. Marketing planning and HR competency in the marketing department are seen as urgent assets, because the company's products are PT. Indonesian Tobacco is different from other manufactured products. The marketing and sales process is limited by national and international laws and regulations, so the use of promotional media as a marketing tool must pay attention to the limitations of the regulations set. For this reason, the planning and performance assessment of the sales department is measured through several aspects, as are the results of the performance assessment as follows.

Table 2. Planning and Performance Results of the Marketing Department

Indicator	Marketing HR Performance					Information
	2019	2020	2021	2022	P.A	
1. Specify the target	50	60	70	75	85	Excellent
2. Competitor Analysis	30	20	25	30	80	Good
3. Relationship marketing	15	15	20	20	90	Excellent
4. CSR Optimization	5	5	10	10	85	Excellent
Achievement (%)	100	100	125	135		

Source: HR Department PT. Indonesian Tobacco, tbk

Performance assessment table from time to time documented by the HRD Department of PT. Indonesian Tobacco, tbk shows performance results (performance appraisal - PA) which are already very good (excellent) in the indicators for determining targets, relationship marketing and optimizing CSR (Corporate Social Responsibility) activities, even though the competitor analysis indicators get a B (Good). Marketing performance indicators from non-financial aspects are prepared by company management which are deemed relevant for measuring the performance of the marketing department. Apart from that, the marketing performance indicators according to the marketing management of PT. Indonesian Tobacco, tbk was compiled and developed from the concept put forward by Tomek and Robinson (Elliott et al., 2020) that marketing appraisal designed with a strategic approach is a complete reference for describing the company's marketing steps. The marketing plan describes marketing performance, and is important information for turning potential consumers into loyal consumers (Henriksen et al., 2020), and these indicators also describe efforts to achieve company targets and missions, namely target demographics, company mission, and marketing strategy (Sahir & Rosmawati, 2020).

Furthermore, from measurements using instruments prepared by researchers using the Thurstone model scale (Thurstone Scale), the results of the validity and reliability test of the measuring instrument were obtained as follows.

Table 3. Summary of validity and reliability tests

	CFA	Estimate	Reliability	AVE
Marketing Plan			0.697	0.454

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Preparation of KPIs	0.559	0.294		
Competitor Analysis	0.604	0.322		
Relationship marketing	0.744	0.436		
CSR Optimization	0.825	0.561		
Utilization of IT	0.596	0.459		
<hr/>				
HR Competency				
Knowledge	0.739	0.504		
Skills	0.791	0.750	0.894	0.702
Personality	0.872	0.535		
Motivation	0.884	0.639		
Locus of control	0.893	0.820		
<hr/>				
Marketing Performance				
Sales volume	0.730	0.730		
Promotion	0.891	0.891		
Effectiveness	0.910	0.910	0.932	0.749
Efficiency	0.892	0.892		
Relationships	0.879	0.879		
Marketing Expansion	0.879	0.879		

Source: SMART PLS analysis output

The marketing plan has a poor reliability estimate because all reliability measures should be more than 0.7, while the validity coefficient is still not good because the AVE value (Average Variance Extracted) 0.154 is less than 0.5 (Ghozali, 2018; and Garson, 2016). In this marketing variable, it is known that the indicators for preparing KPIs and the use of digital media receive less attention from marketing personnel. Meanwhile, the composite reliability value is less than 0.70 with an AVE value of less than 0.5, so the marketing plan measuring tool used in this research is considered not good for measuring marketing plans for tobacco products. HR competency in the marketing sector has good reliability estimates because the Alpha and Composite Reliability coefficients exceed 0.7, then the validity value is also considered good because the AVE value is 0.702, which is more than 0.5. The company's performance in the marketing sector has good reliability estimates because the Alpha and Composite Reliability coefficients exceed 0.7, then the validity value for each indicator is also considered good because the AVE value is 0.702, which is more than 0.5. This is in accordance with the opinion of (Garson, 2016), that the reliability estimate is good if all reliability measures exceed 0.7, while the validity is good if the AVE value is more than 0.5.

The condition for this construct to have good discriminant validity is that the AVE root value must be greater than the correlation coefficient (Ghozali, 2018). Because all correlation coefficient numbers are smaller than the root value of AVE, it can be concluded that everything developed in the model has good discriminant validity (Garson, 2016). Then, from the results of the model analysis, a bootstrapping test is carried out, namely the process of determining the probability of direct effects, indirect effects and total effects (Garson, 2016; Ghozali, 2018). The results of the analysis can be seen as shown in the following image.

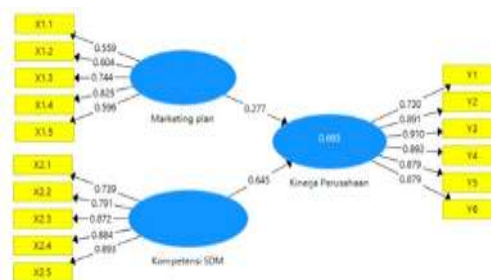


Figure 2. Model Feasibility Test

Furthermore, from the path diagram, the results of the endogenous variable construct test and hypothesis testing can be seen as summarized in the following table.

Table 4. Summary of model and hypothesis feasibility tests

	Q	Pvalues	R2	F2	Chi <sup>2</sup>	SRMR
X1 -> Y	2,030	0.043		0.172		
X2 -> Y	5,615	0,000	0.693	0.931	351,354	0.108

The coefficient of determination (R2) value for the endogenous construct is 0.693, indicating a substantial or strong predictor. This refers to the opinion of Garson (2016) who states the criteria for the R square value in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak. Then the effect size (F2) is to determine the suitability of the model. According to Chin (Ghozali, 2018), the interpretation of the F2 value, namely 0.02, has a small influence; 0.15 has a moderate influence and 0.35 has a large influence at the structural level (Garson, 2016). Meanwhile, the marketing plan variable construct obtained an F2 value of 0.172 (>0.15) which is classified as having a moderate influence; while the HR competency variable construct obtained an F2 value of 0.931 (>0.35), which means it has a moderate influence on the structural level. The results of the analysis also show that the SRMR value found is 0.102, because this value is smaller than 0.100, the model can be said to be fit.

Based on the analysis results in the hypothesis test summary table, it can be seen that the marketing plan variable influences company performance with a t value of 2.030 with a p value of 0.043 ( $p < 0.05$ ). It can be said that the hypothesis which states that there is an influence of marketing plans on company performance in the marketing department can be accepted. Furthermore, the results of the analysis on the HR competency variable have an influence on company performance which is shown by a t value of 5.615 with a p value of 0.000 ( $p < 0.05$ ), so it can be said that the hypothesis which states that there is an influence of HR competency on company performance in the marketing department can be accepted.

The acceptance of the hypothesis which proves the influence of marketing plans on company performance in the marketing department supports previous research which proposed marketing plans as a variable that supports increasing company performance. This was reported in (Ismail et al., 2022; Setiyawati et al., 2021) research, both researchers prove that marketing planning is the main factor in achieving the expected performance. (Setiyawati et al., 2021) research explains that the performance and success of a company is influenced by the workforce that joins the marketing unit, and the readiness of the workforce, especially marketers, in their efforts to improve strategies and develop specific and mature work plans. Research reported by (Erdiana & Farida, 2021) which examines cooperatives states that marketing plans influence the performance of cooperatives, also explaining that the obstacle is that the company's performance is not yet optimal because internal conditions are still weak, both in terms of management and work planning for the development and marketing of business products related to understanding of the basic principles and principles of cooperatives, as well as human resources who have an entrepreneurial spirit. (Kotler & Keller, 2016), explain that preparing a marketing strategy is included in long-term or annual planning, and to develop a comprehensive marketing strategy, companies need data to understand marketing phenomena. (Kotler & Keller, 2016) further explained that a marketing plan is the main foundation in determining a company's business plan.

Marketing plan assessment approach at PT. Indonesian Tobacco, Tbk itself refers to the views of Kurowski and Sussman (Muhaimin & Wijayanti, 2019), that a marketing plan is a document resulting from an analysis of the current marketing situation which explains opportunities and risks, marketing objectives, strategies, action plans and revenue that is estimated and can be measured through marketing margins. Research by (Rahayu et al., 2021), explains that there are several alternatives in reviewing marketing plans related to marketing margin analysis, namely the difference in price paid by consumers (Pr) and the price received by producers (Pf) or can be written = Pr-Pf. This understanding is more precise, because it provides an understanding of all business processes from the marketing flow starting from primary producer farmers to the retailers

or final consumers. If the marketing margin (Pr-Pf) is multiplied by the number of products offered (Qr.f), the result is what is called the value of the marketing margin or VMM, the VMM value can be used as a practical measure for assessing effectiveness of the marketing plan (Asmayanti et al., 2023; Rahayu et al., 2021) so that the effectiveness of the marketing plan itself can reflect the achievement of company results or performance. The approach to marketing planning indicators at PT Indonesian Tobacco, Tbk is conceptually different from marketing strategy theory for non-tobacco products. However, (Fajrin, 2022), explains that although the basic principles of all marketing plans are the same, the way they are implemented can differ from one company to another and depends on the type of business product. Even in two businesses in the same field, it is still possible to have different marketing plans. This means that the implementation of the marketing plan must be relevant and appropriate to the type of product and business conditions of each company (Qurtubi et al., 2019)

Furthermore, the results of the hypothesis testing analysis also prove that HR competency in marketing has a probability value of less than 5%, which means it is proven that HR competency has an influence on company performance in the marketing sector. The proven hypothesis in this research supports the concept put forward by Sinambela (2018), that workforce competency is a description of an employee's ability to complete work tasks based on skills and knowledge as well as work attitudes that characterize the job. Employee competency is demonstrated through aspects of knowledge, skills, abilities and several other indicators, such as accuracy in making decisions, efforts to develop personal potential, achievement motivation, communication skills, having initiative, establishing and strengthening groups. According to (Sinambela, 2016), employee competency influences the performance of company employees. Several researchers such as (Auliyani & Mulyanti, 2023; Hanum et al., 2020; Iskanto, 2022), prove that there is a significant influence of employee competence on company performance. Competence in a general context is a description of an employee's ability to complete work tasks effectively with satisfactory results (Muliawati & Frianto, 2020). Likewise, the policy at PT. Indonesian Tobacco, Tbk strives to improve employee competency as demonstrated by providing support to employees such as staff in certain positions to improve their studies, and providing regular training to all staff at the middle management level. Masinde, et.,al (2019) explains the relationship between employee competency and employee performance referring to the main concept, namely employees demonstrate capacity in accordance with the company's needs and obligations for the type of work that can be observed from results-oriented work behavior as determined. Chumba (Putri et al., 2019), stated that competence will support each employee to carry out activities in a planned, systematic and responsible manner and can bring out work creativity, concern for the work environment, as well as better interpersonal improvement so as to support the achievement of results. better work too.

#### 4. CONCLUSION

Companies operating in the goods production sector using tobacco as raw materials are different from goods products using non-tobacco raw materials. Competition in the use of tobacco ingredients between cigarette companies and large pharmaceutical companies has encouraged a conspiracy that politically involves the government to issue laws and regulations for the sale of tobacco products. Restrictions on promotional media and marketing prohibitions, even participation as a sponsor as part of a marketing strategy, are also subject to restrictions which include legal sanctions.

The existence of these prohibitions and restrictions encourages company management to improve the ability of marketers to develop marketing strategies as marketing plans. Careful marketing planning as a marketing strategy is seen as having an impact on company performance, especially marketing performance. Apart from that, marketing planning must be supported by employees who have competence in the field of

marketing, both in terms of knowledge, psychological aspects and adequate skills to achieve company performance. The results of the structural equation model test show that there is an influence of the marketing plan and employee competence on company performance, and the results of the hypothesis test analysis prove that the marketing plan has a probability that significantly influences the company's performance; Likewise, HR or employee competency has the probability of significantly influencing company performance in the marketing sector. So it can be concluded that the marketing plan and employee competency influence the company's performance in the marketing sector. The marketing plan variables and employee competency can by implication be used as predictor variables to measure and potentially achieve the company's performance in the field of marketing.

In this research, the performance of limited companies is built from the assumption of HR competency as the main pillar which pays little attention to the study of the effectiveness of marketing strategies and aspects of collaboration as a marketing system, as well as the use of IT as a marketing tool. These aspects are considered relevant today and support HR performance as one of the competencies that influences company performance. Therefore, it is recommended that the collaboration approach and use of IT be reviewed as part of measuring HR competency or as a variable that intervenes in company performance.

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