

Global Marketing Strategy Integration: A SWOT Analysis of Halal and Wellness Market Opportunities within the International Spice Market

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DOI: <https://doi.org/10.9744/petraijbs.9.1.31-43>

Received: February 25, 2026

Revised: May 08, 2026

Accepted: June 23, 2026

Abstract

This study seeks to develop an optimal marketing strategy for PT. Sumber Berkah Nusantara to facilitate entry into the global market. It emphasizes the utilization of the company's core competitive advantage, product purity, to address the growing international demand for functional health-oriented and halal-certified spices. A qualitative descriptive research design was applied, incorporating SWOT and TOWS matrix frameworks. Primary data were obtained through semi-structured interviews involving company management, export practitioners, intermediaries, and consumers, and were further supported by observational analysis of the production activities. Key strategies identified include positioning products as "wellness" items rather than mere commodities, focusing on cold-climate markets with ginger-based products, and utilizing sachet packaging for market trials. The 100% purity of the products is a critical differentiator from mass-produced competitors in countries like India. This study offers a targeted strategic roadmap for Indonesian spice SMEs by integrating product storytelling and digital-first marketing approaches as mechanisms to address conventional constraints, including high certification costs and limited human resource capacity.

Keywords: Global Marketing Strategy, Spices, SWOT Analysis, Product Purity, SME Export.

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INTRODUCTION

The 21st-century business competition is defined by two fundamental forces: globalization and digital disruption. Globalization has created a market arena without geographical boundaries, giving rise to hypercompetition, where companies from different countries compete directly for the attention of global consumers (Kotler & Keller, 2016). On the other hand, the massive flow of information has shifted consumer preferences towards seeking authenticity, traceability, and unique cultural experiences (Porter & Heppelmann, 2014). Globally, the food and beverage industry has emerged as one of the most dynamic sectors, driven by shifting consumer preferences and evolving lifestyle patterns (Akerle et al., 2025). Food and drink products are no longer viewed solely as basic consumption goods but have become part of broader expressions of lifestyle and identity (Harisatun Niswa et al., 2025). This transformation has encouraged producers to innovate and differentiate their offerings to meet increasingly complex consumer demands in the international market.

A major trend in the food and beverage sector is the rapid growth of the halal industry. The global halal food market was valued at USD 1.97 trillion in 2025 and is projected to reach USD 3.66 trillion by 2030, driven by the growing Muslim population, expanding halal certification, increasing consumer awareness, and wider distribution channels. Regulatory frameworks, such as Indonesia's Law No. 33 of 2014 on Halal Product Assurance, further emphasize the importance of halal certification. Studies show that halal certification is valued not only for religious compliance but also as a symbol of quality, safety, and reliability for both Muslim and non-Muslim consumers (Henderson, 2016; Marzuki & Ballentine, 2012).

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In addition to the halal trend, growing health and wellness awareness has become a major driver of consumer behavior, particularly after the COVID-19 pandemic. Consumers increasingly prefer natural, functional, and health-oriented products, making wellness an important factor in food purchasing decisions. This shift is highly relevant to the spice industry, as spices are now valued not only for flavor but also for their health benefits. Global demand for spices has therefore expanded beyond culinary use to encompass health and lifestyle needs. As the historic “Spice Islands,” Indonesia has a strong comparative advantage due to its rich biodiversity and diverse spice production. However, much of its spice export remains in raw commodity form, limiting value creation. Transforming spices into value-added products, such as packaged powdered spices, is a strategic way to improve competitiveness and profitability in international markets.

To address these strategic challenges, companies need a comprehensive analytical framework to develop effective and adaptive strategies. One widely used tool is SWOT analysis, which evaluates internal strengths and weaknesses alongside external opportunities and threats (Rangkuti, 2016). SWOT analysis helps organizations identify their strategic position, align internal capabilities with market conditions, and formulate competitive strategies in dynamic business environments (Gürel & Tat, 2017). This method enables organizations to identify internal factors, such as strengths and weaknesses, and external factors, such as opportunities and threats, that influence organizational performance and strategic direction (Jannah et al., 2026). Previous studies show that this analytical tool enables organizations to determine their strategic position and design appropriate strategies to enhance competitiveness and overall performance (King et al., 2023). Furthermore, SWOT analysis is frequently combined with other strategic frameworks to improve the effectiveness of decision-making and planning processes (Dimiyati et al., 2022). Its extensive use underscores its significance as a practical and adaptable instrument for supporting strategic management activities (Nuraida et al., 2023). A comprehensive and measurable marketing strategy, as stated by Keegan & Green (2020), emphasizes the aspects of ‘coordination and integration’ of cross-border marketing activities, such as market research, product development, pricing, distribution, and communication. To address these challenges, companies need a comprehensive framework for developing effective and adaptive strategies. One widely used tool is SWOT analysis, which evaluates internal strengths and weaknesses alongside external opportunities and threats (Rangkuti, 2016). SWOT helps organizations identify their strategic position, align internal capabilities with market dynamics, and formulate competitive strategies in changing environments (Mardiyana et al., 2022).

PT. Sumber Berkah Nusantara recognizes the opportunity to expand into global markets but understands that success requires more than high-quality products. The company needs a comprehensive marketing strategy to address challenges such as varying consumer preferences, international food safety standards, complex distribution networks, and brand-building efforts. A key challenge is the liability of foreignness, which requires compliance with strict regulations, including HACCP and chemical residue standards. HACCP is a systematic food safety management approach that identifies and controls biological, chemical, and physical hazards throughout the food supply chain (U.S. FDA, 2022). To transform the results of a SWOT analysis into more applicable, operational strategies, a strategic synthesis tool is needed to systematically link internal and external factors. The TOWS matrix was developed as an extension of SWOT to formulate more focused strategic alternatives, namely SO (Strengths–Opportunities), ST (Strengths–Threats), WO (Weaknesses–Opportunities), and WT (Weaknesses–Threats) strategies (David & David, 2017). This has been demonstrated by various studies conducted by Chais Fadhrin, Kurniawan, & Rahmi (2025) and Halomoan Iulando Siregar, Sunarti, & Kholid Mawardi (2017), which provide a clear picture of which marketing strategies need to be changed to penetrate the global market using SWOT analysis. However, despite the abundance of research on competitiveness, most studies are macro- and sectoral in nature. Their focus is often limited to analyzing national export data, identifying potential markets in general, or mapping the supply chain of raw commodities. Many studies stop at the descriptive analysis stage and rarely present a concrete, integrated framework that is ready for implementation.

To fill this gap, this study examines PT. Sumber Berkah Nusantara, focusing on the formulation of practical global marketing strategies for a specific business. It aims to develop a comprehensive strategy model, from strategic diagnosis to tactical formulation, to address global competition driven by digital disruption and changing consumer values. SWOT analysis is used to identify internal and external factors, determine strategic positioning, and enhance competitiveness.

LITERATURE REVIEW

Global Marketing Strategy

Global marketing fundamentally refers to the process of aligning organizational resources, such as capital, human resources, and intangible assets like knowledge, with opportunities and threats in international markets. It is not merely about selling products abroad, but a complex strategic discipline that integrates and coordinates marketing activities across diverse country environments to achieve operational synergy and sustainable competitive advantage (Keegan & Green, 2020). In the digital era, this concept has evolved from a firm-centric approach toward a more customer- and network-centric perspective. Marketing is no longer limited to satisfying customer needs but extends to empowering consumers as active participants within interconnected ecosystems (Sheth, 2020). This shift is reinforced by the rise of digital interconnectivity, where firms engage with global consumers in real time through platforms such as social media and e-commerce, enabling value co-creation and stronger brand relationships (Hassan et al., 2021; Borah et al., 2022). Consequently, global marketing now requires transnational capabilities, enabling firms to learn from multiple markets simultaneously and integrate this knowledge into globally efficient yet locally responsive strategies (Verbeke & Asmussen, 2018). Previous studies consistently emphasize that effective global marketing strategies are fundamental for firms seeking to enter and compete in international markets. Research by Suhairi et al., (2023), Fadjrini et al., (2025), and Hasan et al (2024). highlights that structured strategic planning, strategic partnerships, market segmentation, and the application of the marketing mix (4Ps) are essential components for successful international expansion. Moreover, Rambe and Aslami (2022) as well as Suhairi et al. (2023) underline the necessity of combining standardized and adaptive marketing strategies to accommodate cultural diversity and dynamic global market conditions, particularly in Indonesia.

Halal and Wellness Market Opportunities

The halal market has experienced rapid and sustained growth, positioning itself as one of the most promising segments in the global economy (Harisatun Niswa et al., 2025). Numerous studies highlight that the expansion of the halal industry is driven by several key factors, including the increasing global Muslim population, which is estimated to reach 1.8 billion people, as well as the emergence of a young, educated Muslim demographic with strong purchasing power and consumption preferences (Hamdi & Nurwahidin, 2025; Marfaiza & Mazuki, 2025). In addition, the growing awareness of halal principles supported by aggressive promotion, globalization, migration, and cultural exchange has further expanded the market beyond traditional religious boundaries (Rusmita et al., 2023).

From a theoretical perspective, halal is not merely a religious requirement but also represents a broader concept of *permissibility, purity, and wholesomeness* in accordance with Islamic dietary (Hakim, 2025). This concept aligns closely with modern consumer demands for safe, hygienic, and high-quality products. As a result, halal products are increasingly perceived as universal goods that appeal not only to Muslim consumers but also to non-Muslim segments seeking quality assurance and ethical consumption (Yener, 2022). This shift indicates that the halal market has evolved into a global value proposition that integrates religious compliance with broader market expectations.

Product Differentiation

Product differentiation is a strategic approach aimed at distinguishing a product or service from its competitors in order to enhance its attractiveness to a specific target market. According to Kotler and Armstrong (2021), differentiation does not have to rely solely on physical attributes but can be developed across multiple dimensions to create superior customer value. In the food and spice industry, where products are often perceived as homogeneous commodities, differentiation becomes essential to avoid price-based competition.

Differentiation can be implemented at several levels. First, physical product differentiation includes unique characteristics such as taste, aroma, color, and texture, as well as the use of superior, organic, or geographically specific varieties. Packaging design also plays a critical role, particularly when it is premium, functional, and informative; research by Oparinde and Bioku (2023) confirms that packaging innovation significantly influences consumer preferences for agricultural food products.

Second, image and storytelling differentiation involves the use of labels such as organic, halal, fair trade, and geographical indications (GI), which legally associate product quality with its origin (Dentoni, 2021). In addition, storytelling related to farmers, local communities, and product heritage can strengthen emotional connections with consumers. Third, distribution differentiation can be achieved by utilizing premium channels such as gourmet stores, specialty retailers, or direct-to-consumer (D2C) platforms that emphasize product quality. Finally, service differentiation includes supply reliability, customer service, and the provision of additional value such as product usage information or recipes.

Digital Marketing for Export SMEs

Digital marketing refers to the use of digital technologies and online platforms to reach, engage, and convert audiences into customers. According to Chaffey and Ellis-Chadwick (2019), it involves leveraging channels such as websites, email, social media, and mobile platforms to achieve marketing objectives, including customer acquisition and retention.

In the global context, digitalization has transformed international marketing activities, from market research to distribution and communication. Digital platforms enable firms, including SMEs, to access global markets more efficiently and at lower cost. Steinhoff et al. (2019) argue that major platforms such as Google, Facebook, and Amazon function as “global market institutions,” significantly reducing traditional barriers to international market entry. However, this accessibility is accompanied by increasing complexity. Global marketers must navigate intense competition, dynamic platform algorithms, and fragmented digital environments. The use of Artificial Intelligence (AI) and Big Data analytics has become essential for understanding cross-cultural consumer behavior and delivering real-time personalization. Dwivedi et al. (2021) highlight that AI-driven hyper-personalization enhances customer engagement and serves as a key competitive advantage in saturated global markets.

At the same time, firms face challenges related to data privacy regulations and cultural adaptation. Compliance with regulations such as the GDPR affects how consumer data is collected and used, while differences across cultural contexts require careful localization strategies. Vrontis et al. (2021) emphasize that digital standardization must be balanced with content localization to ensure relevance and build trust among diverse audiences. Failure to adapt culturally may reduce campaign effectiveness or even produce negative outcomes. Effective digital marketing strategies are built upon several integrated components. These include Search Engine Optimization (SEO) to improve organic visibility, Search Engine Marketing (SEM) for paid targeting, social media marketing for engagement and community building, content marketing to create valuable and consistent communication (Hollebeek & Macky, 2019), email marketing for customer retention, and mobile marketing to reach users through personal devices. The success of modern digital marketing lies in an integrated omnichannel approach, where all channels work synergistically to deliver a consistent customer experience (Le et al., 2024; Tafesse & Wood, 2021).

For export-oriented SMEs, according to Nugroho et al., (2022) several strategic steps are essential to enter global markets effectively. First, SMEs should initially focus on a specific target country, supported by comprehensive market research on regulations, culture, and purchasing behavior. Second, firms need to assess resource requirements, including financial capacity and consumer characteristics in the target market. Third, understanding local regulations and cultural norms is crucial to minimize risks and avoid cultural misalignment. Finally, establishing partnerships, particularly with government institutions, is important to gain support, access networks, and enhance competitiveness in the global market.

SWOT/TOWS in strategic formulation

SWOT analysis is one of the most widely used frameworks for conducting strategic audits. Originally popularized by Albert Humphrey, it assists managers in identifying key internal and external factors that influence organizational performance. According to Rangkuti (2017), SWOT analysis is a systematic approach to identifying strategic factors for formulating effective business strategies. It is based on the premise that successful strategies maximize strengths and opportunities while minimizing weaknesses and threats. The four main components of SWOT include:

1. Strengths (S): Internal positive factors that provide competitive advantage (e.g., strong product quality, brand reputation, access to quality raw materials, efficient production).

2. Weaknesses (W): Internal limitations that hinder performance (e.g., limited capital, lack of export experience, weak distribution networks).
3. Opportunities (O): External favorable conditions that can be leveraged (e.g., growing demand for healthy food, trade agreements, rising spice demand).
4. Threats (T): External risks that may negatively impact the firm (e.g., new competitors, regulatory changes, currency fluctuations).

Building upon SWOT analysis, the TOWS matrix translates these factors into four alternative strategic options. As explained by Wheelen and Hunger (2012), these include:

1. SO Strategy: Uses strengths to exploit opportunities.
2. WO Strategy: Overcomes weaknesses by utilizing opportunities.
3. ST Strategy: Uses strengths to reduce or avoid threats.
4. WT Strategy: Defensive strategy to minimize weaknesses and avoid threats.

Empirical findings further reveal that internal organizational capabilities and external environmental factors jointly shape export performance. Studies employing SWOT and STP frameworks, such as those by Fadjrín et al. (2025) and Nugroho et al. (2022), indicate that competitive advantages stem from product quality, operational efficiency, strategic partnerships, and market-oriented innovation, while weaknesses often relate to packaging, branding, limited production capacity, and insufficient digital marketing utilization. Similarly, Iffat et al. (2024) emphasize the strategic role of innovation, cultural differentiation, digital marketing, and capacity building in facilitating international market entry. Collectively, these studies suggest that firms must align internal strengths with external opportunities through systematic strategic management to achieve sustainable global competitiveness.

METHODS

This study employs a qualitative, descriptive research method. Primary data are obtained from PT. Sumber Berkah Nusantara is supported by secondary data from relevant literature. Data collection is conducted through literature review, observation, and in-depth interviews. Data analysis is interpretative and inductive, involving data reduction, data display, and conclusion drawing. The unit of analysis is PT. Sumber Berkah Nusantara. Informants are selected using purposive sampling based on relevance and depth of knowledge. Informants are selected using purposive sampling based on relevance and depth of knowledge.

Table 1. Informants

No	Informant Category	Informant Description	Data/Information Collected
1	Internal (Company Representative)	PT. Sumber Berkah Nusantara	Company history, vision and mission, internal capabilities, current marketing strategies
2	External (Expert)	Export practitioner (Mr. Reza)	Validation of global strategy, international regulations, export market trends
3	Upstream Partner	Raw material supplier/collector	Production capacity, raw material quality, supply sustainability
4	Consumer 1	Household consumer	Halal preference, price sensitivity, influence of word-of-mouth
5	Consumer 2	Regular user	Packaging preference, quality perception, product comparison

This study involved five informants selected through purposive sampling based on their relevance, experience, and depth of knowledge regarding the global marketing strategy of PT. Sumber Berkah Nusantara. The informants represented different stakeholder groups to provide a comprehensive understanding of the company’s internal and external environment. The primary internal informant was a representative of PT. Sumber Berkah Nusantara, who provided information regarding the company’s history, vision and mission, operational capabilities, product characteristics, and current marketing strategies. An external expert, represented by an export practitioner (Mr. Reza), was included to provide insights into international market opportunities, export regulations, food safety standards, and strategic considerations for entering global markets. To understand the supply-side perspective, a raw material supplier or collector was interviewed regarding the availability, quality, consistency, and sustainability of spice raw materials. Additionally, two

consumers were selected to represent the market perspective. The first consumer was a household user who shared views on halal certification, purchasing behavior, price sensitivity, and the role of recommendations in influencing buying decisions. The second consumer was a regular user who provided information about packaging preferences, product quality perceptions, and comparisons with competing products. Collectively, these informants offered diverse perspectives that supported a comprehensive analysis and the formulation of effective global marketing strategies for the company.

Data were collected through semi-structured in-depth interviews guided by predefined parameters aligned with the research objectives. The interview framework covered both internal and external factors based on the SWOT approach. Internal factors (strengths and weaknesses) included product quality, production capacity, resources, branding, and current marketing practices. External factors (opportunities and threats) focused on market trends, particularly halal and wellness, competition, export barriers, and regulatory conditions. In addition, observations and secondary data sources, including reports, academic journals, and market data, were used to complement and enrich the interview findings.

To ensure data validity, this study employed several validation techniques. Triangulation was conducted by comparing information obtained from different informants, including internal representatives, experts, and consumers, as well as from multiple data sources. Prolonged engagement was employed to allow sufficient interaction with informants to achieve a deeper understanding, while persistent observation ensured careful, continuous examination of the data. Furthermore, peer discussion was used to validate interpretations, and reference adequacy was maintained by supporting findings with relevant and credible literature.

RESULT

Strategic Profile and Product Capabilities

PT. Sumber Berkah Nusantara, under the Jajost brand, is a business entity focused on processing pure powdered spices and herbs. Established in 2021 in response to growing global health awareness, the company leverages Indonesia's volcanic soil to produce products with high active-ingredient content, such as curcuminoids in turmeric, achieving up to 7% (well above the global standard of 3%). The main product line includes powdered temulawak, moringa leaves, red ginger, turmeric, lemongrass, and galangal, which are processed without additives (100% pure). The company has a stable supply chain network with a raw material absorption capacity of 25-30 tonnes per harvest cycle from local farmer partners, ensuring stock availability for medium-scale export demand. Currently, the company has obtained PIRT permits and Indonesian Halal certification, which serve as the basic capital for market penetration, although it does not yet meet HACCP standards for the European Union market.

SWOT Analysis

Table 2. SWOT Analysis

Internal Environments	
Strength	Weakness
1. Product purity The product demonstrates strong differentiation as it contains no additives, aligning closely with prevailing global health trends	1. Limited human resources PT Sumber Berkah Nusantara has limited workers
2. Basic export certification The product has halal certification and PIRT	2. No Advanced certification The company has not yet obtained BPOM, HACCP, or ISO certifications
3. Functional health value The product is not only a seasoning, but also functions as a health product	3. No formal management There is no documented management system or clear division of roles and responsibilities
4. Direct relationship with farmers Partner directly and continuously with local farmers and suppliers.	4. No supply contract The supply relationship has not yet been legally formalized
5. Raw material capacity Collectors are able to support the surge in export demand	5. Weak digital marketing The use of digital platforms has not yet been fully optimized
6. Product flexibility The products can be readily customized in terms of shape, size, and packaging	
7. Positive consumer perception	

Internal Environments	
Strength	Weakness
Consumers can directly perceive and experience the benefits derived from the product's purity 8. Product storytelling A narrative highlighting product benefits and production processes	6. Weak global brand awareness The brand has not yet achieved broad recognition in the international market
External Environments	
Opportunity	Threat
1. Global halal trend Growth in the global Muslim population is contributing to rising demand for halal products 2. Health & herbal trend Global consumers are increasingly inclined toward natural and functional products 3. Cold state market Ginger-based products and hot beverages are well suited to cold-weather conditions 4. Sachet preferences Small packaging supports trial and practical consumption 5. Global marketplace Digital platforms facilitate initial market penetration 6. Willingness to pay Consumers are willing to pay more for quality 7. Government support Export training programs and licensing facilitation are available	1. Competition with India India has a competitive advantage in terms of production volume, pricing, and global distribution networks 2. Complicated regulations of the destination country Strict food safety standards may hinder access to certain markets 3. High certification fees High certification costs burden the company 4. Climate risk Extreme weather disrupts supply stability 5. Imitation products Digital promotion increases the risk of imitation 6. High logistics & excise costs Cross-border costs affect price competitiveness

Source: Processed Data (2025)

This section presents an in-depth examination of PT Sumber Berkah Nusantara's SWOT factors, including strengths, weaknesses, opportunities, and threats. The analysis is grounded in interview data collected from key informants, enabling a comprehensive assessment of both the internal and external environments influencing the company. The results are further strengthened by considerations of support value and the urgency of prioritizing strategic initiatives.

TOWS Matrix Analysis

Based on the identification of internal and external factors, this study formulates comprehensive strategic points for the company. The formulation of this strategy aims to capitalize on the company's strengths in capturing global market opportunities, while mitigating risks arising from internal weaknesses and external threats, as follows:

Table 3. TOWS Matrix Analysis

	Strength	Weakness
Internal	1. Product purity 2. Basic export certification 3. Functional health value 4. Direct relationship with farmers 5. Raw material capacity 6. Product flexibility 7. Positive consumer perception 8. Product storytelling	1. Limited human resources 2. No Advanced certification: BPOM, HACCP, or ISO certifications 3. No formal management 4. No supply contract 5. Weak digital marketing 6. Weak global brand awareness
Ekternal	Aggressive Strategy (SO)	Improvement Strategy (WO)
Opportunity	1. Global halal trend 2. Health & herbal trend 3. Cold state market	1. Advanced certification is carried out in stages (W2;O1;O2;O7)
	1. Global positioning as a pure and healthy herbal product (S1;S3;O1;02;03)	

4. Sachet preferences	2. Focus on cold countries for ginger and turmeric products (S1; S3; O3)	2. International marketing outsourcing (W1;O7)
5. Global marketplace	3. Initial penetration through global marketplaces (S2; S7; O5;O6)	3. Multi-platform digital marketing optimization (W5;W6; O5)
6. Willingness to pay	4. Development of sachet packaging for export (S1;S2;S3;S6;O1;O2;O5;O6;O7)	4. Formalization of management and supply contracts (W3; W4; O7)
7. Government support	5. Benefit-based and sustainability-oriented storytelling (S1;S2;S3;S4;O2;O6)	5. Gradual brand awareness in niche markets (W5;W6;O1;O2;O5;O7)
Threat	Diversification Strategy (ST)	Defensive Strategy (WT)
1. Competition with India	1. Position products as premium, clean-label, and health-oriented (S1; S3; S7; T1)	1. Improve operational efficiency and restructure internal management (W1; W3; T1; T6)
2. Complicated regulations of the destination country	2. Strengthen traceability and supply chain transparency (S4; S5; T2; T4)	2. Focus on easy destination countries & small volumes (W6;T1;T2;T3;T4;T6)
3. High certification fees	3. Gradually upgrade certification (S2; S5; T3)	3. Milestone-based certification investment (W2; T2; T3)
4. Climate risk	4. Focus on premium niche markets (S1; S3; T1; T6)	4. Digital-first strategy for efficiency (W1; W5; T6)
5. Imitation products	5. Partnership-based supply security (S4;S5;S6;T3;T4;T6)	5. Develop a standard operating procedure (SOPs) (W3;T2)
6. High logistics & excise costs	6. Storytelling to reduce the risk of imitation (S7; S8; T5)	
	7. Utilize compact and lightweight packaging in accordance with regulations (S6; T2; T6)	

Source: Processed Data (2025)

DISCUSSION

Internal Factors of PT. Sumber Berkah Nusantara

The company's key strengths include its pure, additive-free spices, which align with growing demand for clean-label and health-oriented products (Ciobanu et al., 2024). Halal certification and PIRT support export readiness, while the health benefits of turmeric and ginger strengthen its position in the wellness market. Strong partnerships with local farmers enhance quality control, traceability, and supply stability, with raw material availability of 25–30 tonnes per harvest cycle supporting future export growth. Flexible sachet packaging, positive consumer perceptions, and opportunities for product storytelling further strengthen customer trust and brand value. However, several weaknesses may limit global competitiveness. Human resource constraints create centralized operations, while the absence of advanced certifications such as BPOM, HACCP, and ISO restricts access to stricter international markets. Informal management systems, the lack of formal supply contracts, underdeveloped digital marketing, and low global brand awareness also reduce operational readiness and export competitiveness.

External Factors of PT. Sumber Berkah Nusantara

The expansion of the global halal market presents significant opportunities, as halal certification has become both a competitive advantage and an important export requirement (Marfaiza & Mazuki, 2025). As one expert noted, "Halal certification is now one of the main requirements for export." Growing demand for health-oriented products also increases opportunities for turmeric and ginger, with experts noting that "spices and herbs are needed because they don't have them" in some markets (Harisatun Niswa et al., 2025). Additional opportunities include demand in colder countries ("winter countries have great potential for ginger"), preference for sachet packaging ("if I want to try it, I'll choose the sachet"), global e-commerce expansion (Oluka, 2024), willingness to pay premium prices ("If it's pure and organic, I'm willing to pay more"), and government export support programs. Despite these opportunities, the company faces external threats, including intense competition from India, which has "massive production and very competitive prices"

(Thomas & Sanil, 2019). Strict international regulations and certification requirements remain barriers, as “if the packaging does not meet the standards, it cannot be accepted,” while “the investment is substantial, but it is mandatory.” Climate variability threatens raw material supply, with suppliers reporting that “the weather is unpredictable these days.” Risks of product imitation in digital markets and high logistics, customs, and excise costs further challenge international competitiveness.

Strategy Integration of Halal and Wellness Market Opportunities within the International Spice Market SO Strategy

The SO strategy indicates that PT. Sumber Berkah Nusantara can leverage its strengths to capture global market opportunities. Key strategies include positioning its products as pure, halal-certified, and health-oriented herbal products, which aligns with growing demand for wellness, safety, and transparency in food products (Hakim, 2025). The company can also target colder countries where ginger and turmeric products have strong demand due to their thermogenic properties (Rambe & Aslami, 2022). Entry through global marketplaces provides a practical and low-risk approach to reaching international consumers while reducing distribution barriers (Bao et al., 2025; Celestin et al., 2024). In addition, sachet packaging supports affordability, convenience, and trial purchases, increasing market acceptance (Pornpitakpan et al., 2025; Huang et al., 2025). Storytelling that emphasizes product purity, health benefits, and sustainable sourcing can further strengthen brand value and justify premium pricing. These findings are consistent with studies highlighting increasing consumer demand for organic, healthy, and certified products (Bryla, 2016; Yusransyah et al., 2023).

ST Strategy

The ST strategy focuses on differentiation and risk mitigation. The company can position its products as premium, clean-label, and health-oriented to avoid direct price competition with major producers such as India (Thomas & Sanil, 2019). Strengthening traceability and supply chain transparency through direct farmer partnerships helps meet international regulatory requirements and manage climate-related risks (Garcia-Torres et al., 2024). A gradual certification upgrade strategy can reduce financial pressure while improving market access (Wiengarten et al., 2017). Targeting premium niche markets allows the company to achieve higher margins and offset logistics costs, while storytelling can strengthen brand uniqueness and reduce imitation risks. Flexible and regulation-compliant packaging also supports export efficiency. These findings align with studies emphasizing the importance of supply stability, quality improvement, and farmer partnerships in enhancing the competitiveness of Indonesian spices (Nurjati, 2022; Anggrasari et al., 2021).

WO Strategy

The WO strategy aims to overcome internal weaknesses by utilizing external opportunities. A phased approach to obtaining certifications such as HACCP, ISO, and BPOM can improve credibility and market access while utilizing government export support programs. International marketing outsourcing offers a practical solution to limited human resources by providing access to export expertise. Optimizing digital marketing across multiple platforms can strengthen global visibility and brand awareness, while formalizing management systems and supplier contracts improves organizational readiness and operational reliability. The company can also gradually build brand awareness within niche markets such as halal, organic, and health-conscious consumer segments. This approach is supported by research showing that digital marketing enhances brand awareness, consumer engagement, and cost efficiency (Saputra & Zawawi, 2023). Furthermore, certification should be viewed as a strategic investment, as internationally certified products are more likely to be accepted in foreign retail markets.

WT Strategy

The WT strategy focuses on minimizing risks and strengthening operational resilience. Improving operational efficiency and restructuring internal management can help address human resource limitations while responding to competitive and cost pressures. The company should initially target export destinations with lower regulatory barriers and begin with smaller export volumes to reduce financial and operational risks.

Certification investments should be implemented gradually according to target market requirements to ensure efficient resource allocation. A digital-first strategy can improve market access and reduce distribution costs, while the development of standard operating procedures (SOPs) enhances operational consistency and compliance with international standards. These findings are consistent with research suggesting that regulatory simplification, certification recognition, and efficient procedures can improve export competitiveness (Tuan, 2025). Overall, the findings indicate that PT. Sumber Berkah Nusantara has strong potential to compete in international markets by leveraging its product purity, halal certification, wellness positioning, and strong farmer partnerships.

CONCLUSIONS

This research aims to formulate an optimal marketing strategy for PT Sumber Berkah Nusantara to support its international market expansion. Using a descriptive qualitative approach and TOWS matrix analysis, the study identifies the company's strengths, weaknesses, opportunities, and threats to determine its strategic position in the global spice industry. The company's key competitive advantage is its 100% pure, additive-free products, which align with growing demand for health-oriented and halal-certified products. The SO strategy focuses on positioning its products as herbal wellness products and targeting colder-climate markets through sachet packaging. Despite challenges from price competition and regulatory requirements, the company benefits from strong farmer partnerships that ensure a stable raw material supply of up to 30 tons.

Managerial Implications

From a practical perspective, the findings provide strategic direction for PT. Sumber Berkah Nusantara. The company should focus on premium niche markets that prioritize quality over price, reducing direct competition with large-scale producers. Expanding through global marketplaces and digital marketing can help overcome limited human resources and promotional reach. In addition, obtaining international certifications such as HACCP and ISO through government support programs can improve access to export markets. Finally, strengthening internal governance through a more formal organizational structure is essential to enhance operational readiness for large-scale exports.

Theoretical Implications

Considering the qualitative nature of this study, future research should apply quantitative methods to examine the price elasticity of pure spice products in cold-climate markets and develop more accurate pricing strategies. Further studies could also compare the effectiveness of global marketplace platforms, such as Alibaba and Etsy, in improving MSME sales performance. In addition, comparative research on non-tariff barriers across export destinations, particularly between the European Union and Middle Eastern markets, would help develop a more comprehensive regulatory compliance framework for Indonesian spice exporters.

AI DISCLOSURE STATEMENT

During the preparation of this work, the author(s) used Grammarly in order to improve the language and readability of the manuscript. After using this service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the integrity and final conclusions of the published article

ACKNOWLEDGMENT

The author would like to express sincere gratitude to all parties who contributed to the completion of this research. Special thanks are extended to the supervisors, academic staff, and respondents who provided valuable support, guidance, and information throughout the research process. The author also appreciates the support of family and friends for their encouragement and motivation during the preparation of this manuscript. This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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