



Marketing Mix Strategy and STP at CV. Bertani Agro Farm, Semarang

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Abstract

Lettuce (*Lactuca sativa* L.) is a leafy vegetable with high economic value and is in high demand due to its nutritional content, which is beneficial for health. The hydroponic cultivation system is an alternative considered more efficient than conventional cultivation because it produces higher-quality products, allows for more efficient land use, and results in relatively faster harvest times. Growing public awareness of healthy lifestyles has led to a sustained increase in demand for hydroponic lettuce, but product marketing still faces various obstacles, such as price competition with conventional vegetables, limited distribution, and suboptimal market reach. This study aims to analyze the marketing mix strategy (7P) and the application of Segmenting, Targeting, and Positioning (STP) in marketing hydroponic lettuce at CV. Bertani Agro Farm. The 7P marketing mix concept includes product, price, place, promotion, people, process, and physical evidence, which are used to enhance product competitiveness in the market. Meanwhile, the STP strategy is applied to identify potential market segments, the appropriate consumer targets, and product positioning to ensure effective competition. The research findings are expected to serve as a reference for developing hydroponic lettuce marketing strategies to boost sales and ensure business sustainability.

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INTRODUCTION

Lettuce (*Lactuca sativa* L.) is a leafy vegetable in the Asteraceae family that is widely consumed for its health-beneficial vitamins and minerals. This plant generally grows best in cool environments with temperatures ranging from 15–25°C and requires adequate water availability (Wijaya et al., 2022). Lettuce can be produced using either conventional or hydroponic cultivation systems. However, conventional cultivation often faces various challenges, such as limited land availability, unpredictable weather conditions, and poor soil quality. Therefore, hydroponic systems are considered a more efficient and environmentally friendly alternative for increasing lettuce production (Maryan et al., 2025).

Hydroponic systems offer a number of advantages over conventional farming, including a more sterile growing medium, better-controlled environmental sanitation, a relatively faster harvest time, and more reliable crop quality and yield (Ridwan et al., 2024). These advantages make hydroponic lettuce cultivation a promising business opportunity, particularly in urban areas with limited agricultural land.

As public awareness of healthy lifestyles grows, demand for fresh, high-quality vegetables—including hydroponic lettuce—continues to rise. This presents significant business opportunities for entrepreneurs in the horticulture sector. However, in reality, many people still prefer conventional vegetables over hydroponic ones. This situation indicates that the market potential for hydroponic lettuce has not yet been fully realized, making it necessary to implement effective marketing strategies to enhance the product's competitiveness in the market (Fitriannas et al., 2024).

Marketing is one of the key aspects of business operations for ensuring business sustainability and growth. One approach that can be used in developing a marketing strategy is the

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marketing mix concept. The marketing mix is a combination of various marketing variables that companies use to achieve their marketing objectives and optimally meet consumer needs (Efendi et al., 2023). As consumer needs and behavior have evolved, the concept of the marketing mix has expanded beyond the four traditional elements—product, price, place, and promotion—to include seven elements known as the 7P marketing mix: product, price, place, promotion, people, process, and physical evidence (Arbian et al., 2024).

In implementing marketing strategies, an understanding of the concepts of Segmentation, Targeting, and Positioning (STP) is also crucial. The STP framework helps companies identify potential market segments, determine the appropriate target market, and position their products based on their unique strengths so they can compete effectively in a competitive market (Rini et al., 2022). The proper implementation of the STP strategy can help companies improve marketing effectiveness and expand their market reach (Firdayani et al., 2023).

Competition in the hydroponic vegetable business in Semarang City is intensifying as the number of producers increases. According to data from the Semarang City Department of Agriculture, there are approximately 200 MSMEs engaged in hydroponic vegetable production. One such business is CV. Bertani Agro Farm, a medium-scale agro-educational farm covering an area of about 1 hectare that has been in operation since 2019. Various types of hydroponic vegetables are cultivated here, such as lettuce, pak choi, red spinach, green spinach, kailan, curly kale, water spinach, and caisim. Among these crops, lettuce is the main product, with an average monthly production of about 1.6 metric tons and sales revenue reaching Rp32,880,000 (Amanda et al., 2025).

Despite the large market potential, hydroponic lettuce producers still face several marketing challenges, such as limited distribution, price competition with conventional products, and suboptimal market reach. Therefore, the implementation of appropriate marketing strategies is necessary so that hydroponic products can gain wider recognition, remain highly competitive, and ensure business sustainability. Given these conditions, this study aims to analyze the marketing mix (7Ps) strategy and the application of Segmenting, Targeting, and Positioning (STP) in the marketing of hydroponic lettuce at CV. Bertani Agro Farm in Semarang.

METHOD

This study was conducted at CV. Bertani Agro Farm, located in Mijen Village, Mijen District, Semarang City, Central Java Province. The research was carried out from September through December 2025.

The research method used was a qualitative descriptive method with a field research approach. This method was used to obtain an in-depth understanding of the application of the 7P marketing mix strategy and the STP strategy in the marketing of hydroponic lettuce at CV. Bertani Agro Farm.

The types of data used in this study consist of primary and secondary data. Primary data were obtained through direct observation, interviews, and fieldwork. Observations were conducted by directly observing the production, distribution, and marketing activities of hydroponic lettuce. Interviews were conducted in person with the owner and employees of CV. Bertani Agro Farm to obtain information regarding the marketing strategies implemented. Fieldwork was conducted to gain a practical understanding of the production and marketing processes for hydroponic lettuce. Secondary data were obtained through literature reviews and documentation, including company reports, internship activity logs, and relevant literature such as books, scientific journals, and articles on the 7P marketing mix and STP strategies.

Data analysis was conducted descriptively by describing and interpreting the data obtained in the field, then relating it to the 7P marketing mix concept and STP strategy. The results of the analysis are presented in narrative form to provide an overview of the effectiveness of the hydroponic lettuce marketing strategies implemented by CV. Bertani Agro Farm.

RESULTS AND DISCUSSION

a. Company Profile

CV. Bertani Agro Farm is an agribusiness company engaged in the production of hydroponic vegetables, with lettuce as its primary crop. The company is located in Semarang and operates two

hydroponic farms with a total land area of approximately 1 hectare. Its lettuce production capacity reaches approximately 60–70 kg per day, with its primary target markets being restaurants, eateries, catering services, and modern markets in the Semarang area. In addition to vegetable production, CV. Bertani Agro Farm also promotes an agro-education concept as part of its marketing strategy and efforts to strengthen the company's image.

b. Application of the 7P Marketing Mix

An analysis of the 7P marketing strategy (*Product, Price, Place, Promotion, People, Process, Physical Evidence*) aims to outline the marketing policies implemented by CV. Bertani Agro Farm in marketing its hydroponic lettuce.

1. Product

The hydroponic lettuce produced by CV. Bertani Agro Farm is of premium quality, characterized by freshness, cleanliness, and uniformity in size. Cultivation is carried out using a controlled NFT hydroponic system, resulting in products with low pesticide residue and a more appealing appearance compared to conventional lettuce. The superior quality of the product is a key factor in attracting consumers, particularly those in the food service industry.

2. Price

Pricing for hydroponic lettuce at CV. Bertani Agro Farm is determined by taking several factors into account, namely production costs, market prices, and the target consumer segment. In general, the price of hydroponic lettuce tends to be higher than that of conventional lettuce because the cultivation process uses a more hygienic hydroponic system and produces higher-quality products. Nevertheless, consumers find these prices acceptable because they are considered commensurate with the quality, freshness, and safety of the products offered. The following is a price table for hydroponic lettuce products at CV. Bertani Agro Farm:

1 Price Table for Hydroponic Lettuce

Market	Price/Pack	Price/kg
Lowest Price	Rp9,000	Rp20,000
Highest Price	Rp9,000	Rp30,000

Primary Data (2026), processed

In the city of Semarang, there are quite a number of producers who also market hydroponic lettuce, making price competition inevitable. This situation has prompted CV. Bertani Agro Farm to adopt a competitive pricing strategy while still taking into account the value the product provides to consumers. Aspects such as product cleanliness, freshness, and quality assurance are factors that support this pricing strategy. Consumers generally weigh the balance between price and the quality they receive, making pricing strategy a key factor influencing purchasing decisions.

In practice, CV. Bertani Agro Farm applies two price categories: prices for business partners and retail prices. The price for business partners, such as supermarkets, is set at Rp9,000 per pack. This price is offered to partners who have a commitment to make regular purchases, such as Istana Buah, Keboen Buah, and AEON DP Mall. Meanwhile, the retail price is set higher in accordance with market conditions, ranging from Rp20,000 to Rp30,000 per kilogram. This retail price applies to consumers who purchase directly from the farm or through resellers.

The pricing strategy implemented is flexible and adapts to the conditions of the hydroponic lettuce market at any given time, whether for regular customers such as restaurants and eateries or for new customers. This approach allows the company to maintain relationships with key business partners while maximizing profits from the retail consumer segment, which generally prioritizes product quality over price.

2 Table: Lettuce Sales Results for 3 Months

Tabl e No.	Septe mber	Octo ber	Nove mber	Total per Table (kg)
1	89	47	14.5	150.5
2	87	34.5	40.5	162
3	35	51	82	168
4	32	48	78	158
5	19	64	36	119

6	52	47.5	22	121.5
7	60.5	39	24.5	124
8	58	48	30	136
9	54.5	38.5	26	119
10	9.5	-	-	9.5
11	40	26.5	55	121.5
14	16	-	64.5	80.5
15	21	-	68.5	89.5
	573.5	444	541.5	1,559

Based on three months of sales data, it was found that sales of hydroponic lettuce at CV. Bertani Agro Farm were relatively stable, ranging from 400 to 500 kilograms per month. The highest sales were recorded at production line number three because the quality of the lettuce produced there was considered better, resulting in more products passing the sorting process. Although there was a slight decline in October, sales volume increased again in November. This indicates that the pricing strategy implemented by CV. Bertani Agro Farm is quite effective in maintaining market demand.

Hanaysha's (2023) study also states that in the context of the modern retail industry, the price element has a significantly greater influence on consumers' purchase intentions compared to other elements of the marketing mix. This is because consumers today tend to consider economic value—or value for money—in every purchasing decision they make.

1. *Place*

The distribution channel for hydroponic lettuce at CV. Bertani Agro Farm operates directly from the farm to consumers without intermediaries. Consumers can also visit the farm directly to purchase the products. Distribution is focused on the city of Semarang and its surrounding areas to ensure the freshness of the lettuce. The strategy of selecting a location in the Mijen area is considered effective because of its strategic and easily accessible location, which allows the farm to reach and attract consumers in the surrounding area. This aligns with the findings of a study by Sari et al. (2024) on Arghi Hydrofarm, which showed that location accessibility is key to the successful distribution of hydroponic vegetables.

2. *Promotion*

CV. Bertani Agro Farm promotes its products through social media platforms such as WhatsApp and content posted on its Instagram account @bertani_agrofarm, TikTok account @bertani_agrofarm, and Facebook account @Bertani Agrofarm, as well as through word-of-mouth promotion. In addition, maintaining good relationships with customers remains one of the promotional strategies considered capable of supporting sustainable marketing. The concept of the farm as an agro-education facility also serves as an indirect promotional medium for visitors who come to learn about hydroponic systems. This aligns with the research by Wayan et al. (2021), which states that the use of digital platforms like Instagram enables producers to provide visual education and build personal interactions with consumers, thereby fostering consumer trust more quickly.

3. *People*

Human Resources (HR) at CV. Bertani Agro Farm play a vital role, ranging from technical experts who ensure proper plant nutrition to the marketing team that serves customers. CV. Bertani Agro Farm employs seven people who play key roles in production, procurement, and marketing, each with distinct job responsibilities.

Employees involved in production and marketing at CV. Bertani Agro Farm are well-versed in standard operating procedures (SOPs) and possess a solid understanding of product quality and excellent customer service. This aligns with the findings of Lufitasari et al. (2023), who state that the quality of human resources (HR) is a key pillar in ensuring business sustainability.

4. *Process*

The hydroponic lettuce production process at CV. Bertani Agro Farm begins with preparing the growing medium and selecting high-quality lettuce seeds. CV. Bertani Agro Farm cultivates several lettuce varieties, including Sonnybel, Lilybel, Sementel, Jonction, Larabel, and Caipira.

All operational procedures at CV. Bertani Agro Farm are systematically designed to reduce the risk of crop failure and ensure daily product availability to meet consumer demand. The

processes implemented—from production through post-harvest handling and distribution—aim to minimize operational errors while enhancing the reliability of customer service.

The implementation of a systematic production process aligns with the theory described by Nurdiana et al. (2023) in their journal article, which states that efficient and standardized processes also contribute to maintaining product quality, accelerating the fulfillment of market demand, and increasing consumer satisfaction; thus, the process becomes one of the strategic factors in supporting the successful marketing of fresh agricultural products.

5. Physical Evidence

At CV. Bertani Agro Farm, physical evidence that can be directly observed includes Farm 1, covering an area of 0.4 hectares, and Farm 2, covering an area of 0.6 hectares—both of which are clean and well-maintained—featuring a modern hydroponic system and product packaging that displays the company's identity. In addition, the cleanliness of the work environment, employee dormitories, and agro-education facilities also serve as tangible evidence of the professionalism demonstrated by CV. Bertani Agro Farm in the eyes of consumers.

Based on research by Rasyid et al. (2023), which states that the “physical evidence” variable in the 7P marketing mix has a direct influence on consumer satisfaction and the intention to repurchase hydroponic vegetable products.

a. STP Marketing Strategy

The analysis of the STP (*Segmenting, Targeting, Positioning*) marketing strategy aims to outline the marketing approach employed by CV. Bertani Agro Farm using the STP method, thereby providing a comprehensive understanding of effective marketing practices. The STP strategy serves as the cornerstone for CV. Bertani Agro Farm in mapping the market and gaining a competitive edge amidst the numerous hydroponic businesses in Semarang.

1. Segmenting

Segmenting the market into more homogeneous consumer groups allows CV. Bertani Agro Farm to divide the vast market into segments, enabling its marketing strategy to be executed more effectively and efficiently.

The company segments the hydroponic lettuce market based on four main variables, namely:

- 1) In terms of geographic segmentation, CV. Bertani Agro Farm focuses its marketing on the city of Semarang and its surrounding areas, such as Mijen, Ngaliyan, and the city center. The decision to focus on Semarang is due to the perishable nature of lettuce. By focusing on the local market, the company can ensure that the lettuce reaches consumers in an “extra fresh” (just-harvested) condition while also reducing transportation costs and the risk of spoilage during transit.
- 2) Demographic Segmentation: In terms of demographic variables, CV. Bertani Agro Farm segments the market based on:
 - Income Level: Targeting the middle and upper classes.
 - Occupation and Lifestyle: Office workers who recognize the importance of consuming clean and healthy food.
 - Business Type: Food service operators who require a consistent supply of high-quality vegetable ingredients.
- 3) This psychographic segmentation is based on consumers' lifestyles and values. CV. Bertani Agro Farm targets segments of the population that embrace a healthy lifestyle.

This aligns with the research by Wardah et al. (2024), which shows that consumers of hydroponic vegetables tend to choose products with attributes such as high quality, freshness, and attractive packaging—all of which are closely linked to the psychographic values associated with a healthy lifestyle.

2. Targeting

CV. Bertani Agro Farm's primary target market is the culinary industry, focusing on the city of Semarang and its surrounding areas. This target includes mid- to high-end restaurants, modern supermarkets, street food vendors, and end consumers in Semarang who require a sustainable supply of hydroponic lettuce with high standards of quality and freshness.

In practice, CV. Bertani Agro Farm has established partnerships and regularly supplies hydroponic lettuce to several business partners, including Oharang and Pesta Kebun restaurants, representing the restaurant segment, as well as Keboen Buah and AEON DP Mall, representing the

modern supermarket segment. The selection of these target markets is based on the high demand for fresh vegetable ingredients that are consistent, hygienic, and of premium quality.

Sumarni et al. (2024) note that in the marketing of hydroponic vegetables, culinary businesses such as restaurants, hotels, cafes, and modern markets represent a potential market segment because they require a regular supply of fresh vegetables that meet high and consistent quality standards.

3. Positioning

Positioning aims to instill a unique image or identity in consumers' minds to differentiate the company from its competitors.

- 1) "Fresh, high-quality hydroponic lettuce": The company not only sells lettuce but also guarantees quality to consumers. The message is that the lettuce from CV. Bertani Agro Farm is harvested at the peak of freshness and shipped directly from the farm.
- 2) Offering a Competitive Advantage: Competing against more than 200 hydroponic SMEs in Semarang, the company has established its market position through certifications and strict quality standards.
- 3) Visual Identity and Service: Positioning is further reinforced through clean, branded packaging and on-time delivery service to restaurant partners.

Positioning is an important marketing strategy because it aims to shape a distinct product image and identity in the minds of consumers

CONCLUSION

The conclusions of this study are as follows:

1. CV. Bertani Agro Farm has optimally implemented the 7P marketing mix by providing high-quality hydroponic lettuce (Product) at competitive prices (Price) ranging from Rp9,000 per pack to Rp30,000 per kilogram. Located (place) on a 1-hectare production farm in Mijen Village, the company utilizes promotion through B2B partnerships, social media, and agro-education. It is supported by professional human resources (*people*), a systematic SOP-based production process (*process*), and *physical evidence* in the form of modern farm facilities and labeled packaging.
2. CV. Bertani Agro Farm implements a targeted STP strategy by focusing its segmentation on health-conscious consumers in the Semarang area and targeting culinary businesses (B2B) that require a continuous supply. Through this strategy, the company has successfully positioned itself as the most popular agro-education provider in Semarang that supplies fresh hydroponic vegetables.

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