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Market share analysis of vitamin C products using the Markov chain method and marketing strategy using SOAR analysis

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Article Info	Abstract
<p>Keywords: Vitamin C, Market share, Markov Chain, Marketing Strategy, SOAR</p>	<p>Market Share is frequently used to indicate market competitiveness to record how well and rapidly a company is developing compared to its rivals. Vitamin products are presently a popular item among many consumers. 73% of Indonesians consumed many supplements during the Covid-19 virus pandemic, according to a survey conducted by PT Neurosensum Technology International, a market research firm based on neuroscience and artificial intelligence (AI) technology. The survey covered 500 sample sizes and found that 94% of respondents consumed vitamin C during a pandemic. According to data from Top Brand, the top five products from 2018 to 2022 are Vitacimin, Enervon-C, You C1000, Redoxon, and Vicee. It is a well-known fact that Vitamin C's market share fluctuates wildly from year to year. This study employs the Markov Chain and SOAR techniques to generate some alternative marketing strategies. The results indicated that the prediction of the percentage of market share until equilibrium conditions were reached was obtained in the 28th period of March 2025, with Vitacimin at 41%, Enervon C at 13%, You C1000 at 23%, Redoxon at 11%, and Vicee at 12%. The Redoxon product was then analyzed using SOAR analysis, and eight alternative marketing strategies were developed.</p>

1. INTRODUCTION

Strategy is a plan developed by a company executive that focuses on long-term goals that will improve the quality of the company's business. Of course, in every business, the company has a strategy to launch the business he has created (Musyawarah, 2022). In formulating a marketing strategy, analytical approaches are needed. A company's marketing strategy approach to responding to any changes in market conditions and cost factors depends on analyzing several factors, including environmental factors, market, competition, internal capabilities, consumer behavior, and economic analysis (Prayudi, 2020). Marketing strategy is a form of planning found in the field of marketing. Marketing is a social process by which individuals and groups obtain what they need and want by creating and exchanging products and value with others. In a broader sense, marketing seeks to elicit a response to an offer (Hadi & Khairi, 2020; Musyawarah, 2022).



Purchasing behaviour is an action or behaviour in consumer purchasing decisions, beginning with observation and ending with determining what to do with a product (Hijriany, 2022; Hadi, 2022). Customer brand switching is a behaviour that companies must avoid in order to maintain their existence and minimize the likelihood of customers transferring brands. Brand switching refers to the process by which consumers transition from one product to another after conducting brand comparisons (Susanti, 2021). Customers can switch from one company to another due to unfavourable events, such as price, sales promotion, and product innovation, that cause customers to switch to alternative products. Market share refers to the proportion of the market a company effectively controls to sell its products. Therefore, for a company to increase its market share, its activities must target current or prospective consumers (Fatihin, 2020).

One product that is currently popular among many people is Vitamin products. The results of a survey by PT Neurosensus Technology International, a market research/survey company based on neuroscience and artificial intelligence (AI) technology, found that 73% of Indonesians consumed more supplements during the Covid-19 virus pandemic than based on the coverage of a consumer survey of 500 sample sizes spread across Medan, Palembang, Jakarta, Surabaya, and Makassar with a ratio of 50% of men and 50% of women which shows 94% of respondents said they consumed vitamin C during the Covid-19 pandemic.

After going through a pre-survey of 30 randomly selected Vitamin C consumers in the Surabaya area, it was discovered that many Vitamin C products were purchased because the product prices were affordable, the products were easy to find on the market, could be bought without a doctor's prescription and could be consumed at any time. Furthermore, in determining the Vitamin C products studied, the product factors can be juxtaposed based on the awards given to the best customer choice brands through Top Brand. Sourced from Top Brand data, several products that have occupied the top 5 devices in 2018 – 2022 are Vitacimin, Enervon-C, You C1000, Redoxon and Vicee. The measurement of the five Top Brands based on the Top Brand Awards through a survey is based on Top of Mind (brand awareness), Last Usage (last use) & Future Intentions (repurchase intention) by the respondents.

Table 1
 Vitamin C Top Brand Data for 2018 - 2022

Nama Brand	2018	2019	2020	2021	2022
Vitacimin	41,96 %	35,50 %	35,50 %	29,90 %	32,20 %
Enervon - C	12,22 %	25,30 %	25,70 %	22,80 %	24,00 %
You C1000	12,16 %	7,80 %	8,10 %	17,90 %	14,00 %
Redoxon	4,80 %	6,20 %	6,40 %	5,20 %	5,60 %
Vicee	5,42 %	6,70 %	7,20 %	4,30 %	5,40 %

Source: <https://www.topbrand-award.com/>

Based on Market Share data, it is known that the percentage of market share for Vitamin C products will continue to change every year; where it can be seen that the percentage of market share has changed, which means that market conditions are in a state of increasing and decreasing sales. These changes are due to the many brands on the

market and cause consumers to switch to other brands occasionally. The size of the market share will change at any time according to changes in consumer tastes or interest in a product. Therefore, companies need to improve product quality and continue to innovate to minimize brand switching by consumers. Given these problems, research on market share analysis for Vitamin C products was carried out using the Markov chain and SOAR methods to determine brand switching and predict future market share for each product with the hope of determining a strategy to increase market share for Vitamin C products that have market share lowest market. The use of SOAR analysis is carried out to determine the marketing strategy for Vitamin C products that get the smallest market share in the hope of increasing product sales and being able to compete again with other products.

The Markov chain method (Markov Chain) can analyze market share in the future (Az-Zahra, 2019). With changes in market share and the availability of Markov chain analysis tools, it is possible to determine consumer characteristics, analyze market share in the next several periods, and determine the balance of market share. Markov Chain Analysis can predict the equilibrium point where the Markov chain analysis process will go to a steady state condition (equilibrium). According to Sriyono (2020) which explains how SOAR analysis is used in strategic plans. The SOAR method focuses on the strengths and opportunities in the market and how these strengths can be used to achieve the expected results and achieve desired results.

Based on the results of research from Az-Zahra (2019) the results showed that using the Markov chain method, it is known that the prediction chart for the market share of fermented milk consumption in packaging for 2019-2023, Yakult consistently leads from 2019-2023. Prediction of the market share at the equilibrium point of interest from several fermented milk brands in the 84th year, namely the Calpico brand (7%) while Cimory (25.7%), Vitacharm (3.4%) also, Yakult (60.6%) and the other (3.3%), the equilibrium point starting at year 84 is assumed to occur because this research is carried out in a small scope. Furthermore, based on the results of research from Harlen (2020) the results of the study shows that the IFE Matrix, which consists of strengths and aspirations obtains a total weight of 1.00 and a total score of 3.84. While the EFE Matrix, which consists of opportunities and outcomes, obtained a total weight of 1.00 and a total score of 3.49. Based on the SOAR matrix, several alternative strategies exist: SA, OA, SR, and OR. The AHP method can produce more consistent results, and what is produced is based on the ranking of each available alternative. Based on the determination of ranking criteria, it can be seen that the SA criterion is the most important compared to the OA, SR and OR criteria with a score of 0.49, the OA criterion with a score of 0.23, the SR criterion with a score of 0.16 and the OR criterion with a score of 0,11. By combining the two methods, a marketing strategy is created for companies with the lowest market share and can continue to increase sales volume and compete in the market.

2. LITERATURE REVIEW AND HYPOTHESIS

Market Share

Market share can be defined as the ratio of a company's market control to the total sales of its largest competitors at a given time and location ([Ludiman, 2020](#)). [Aisah \(2020\)](#) states that market share is the percentage calculated based on a particular entity's unit size and revenue. Market share indicates how a company performs relative to its competitors based on sales fluctuations. According to [Kusoy \(2023\)](#), market share is the size of the share of sales that competitors have in the relevant market. A more significant market share means a more considerable sales volume.

Suppose a company's market share for a particular product is 35%. In this case, it can be deduced that if the total sales of similar products in a given period are 1,000 units, the company will generate 350 unit sales through its products. According to [Siburian \(2017\)](#), the market share can fluctuate at any time based on consumer preferences or shifts in consumer interest from one product to another. The marketing strategy is comprised of the company's total market shares. The marketing strategy is divided into the following four groups:

Marketing Strategy

According to [Sarjana \(2022\)](#), strategy is a unified, comprehensive, and integrated plan that links several aspects of a company's strategy by considering external factors and is designed to ensure that the company's primary objectives can be attained through the organization's effective implementation.

According to [Alma & Prastiyo \(2018\)](#), marketing strategy is a pattern of decisions within a company that determines and discloses goals, intentions, and goals that produce significant policies and plans for achieving goals, as well as a description of the company's intended business reach. The formulation of a marketing strategy requires analytical approaches. Several factors, including environmental factors, market, competition, internal capabilities, consumer behaviour, and economic analysis, must be analyzed to determine how a company's marketing strategy will respond to market conditions and cost factors ([Prayudi, 2020](#)).

Markov Chain

Markov chain is a mathematical technique commonly used to represent a variety of systems and business processes. This technique can predict future changes in dynamic variables by analyzing their past differences. This technique can also mathematically analyze future events ([Dwijanto, 2016](#)). Subagyo states in [Aliyuwaningsih \(2018\)](#) that the Markov chain has been extensively used as an operations research tool in managerial decision-making to analyze brand switching in marketing, calculation of accounts, car rental services, sales planning, problem-solving, inventory problems, machine upkeep, lines, stock market price fluctuations, and hospital administration. These are only a few examples of applications that are frequently encountered today.

SOAR Analysis (Strengths, Opportunities, Aspirations, and Results)

According to [Stravos & Hinrichs \(2019\)](#), SOAR is a business strategy planning process founded on the development of the positive aspects of a business organization. SOAR is a strategy formulation framework that enables an organization to plan for its desired future. Applications of SOAR include strategy, strategic planning, team building, and leadership development, among others.

According to [Sriyono \(2020\)](#), SOAR stands for Strengths, Aspirations, Opportunities and Results. Dr Jacqueline M Stravos developed the SOAR method at Lawrence Technological University (USA). He explains how SOAR analysis is used in making strategic plans in her book *The Thin of SOAR: Creating Strategy that Inspires Innovation Engagement*. The SOAR method focuses on the company's strengths, the opportunities in the market, and how these strengths can be used to achieve the expected results. The SOAR method is a bottom-up method (bosses are willing to accept input from employees) which involves all components within the organization working together to achieve the desired results. This method is an alternative development of the SWOT method.

The SOAR model transforms the SWOT analysis, in terms of the organization's internal weaknesses and external threats it faces, into the company's aspiration factors and the measurable results it wants to achieve. The SOAR analysis model argues that deficiencies and threats can create negative feelings for company members, reducing their motivation to do their best ([Zamista, 2020](#)).

Marketing Mix

The marketing mix combines price, product, promotion, and place strategies a company implements to support a specific position in the market. The 4P concept is structured to achieve several things, including providing a product that can satisfy consumer needs and wants, setting product prices that are readily accepted in the market, providing product information to consumers so that they have the minds of consumers, and giving guarantees to consumers in obtaining products at the right time and also in the right place ([Hadi, 2021](#)). The following are strategies in marketing using the 4P Marketing Mix:

1. Product

The product strategy carried out by the company in developing a product is as follows ([Hamali, 2016](#)):

a. Determination of the logo and motto

The logo is the hallmark of a product, while the motto is a series of words that contain the company's vision and mission in serving the community.

b. Creating a brand

The brand is essential for consumers to recognize the goods and services offered. Understanding the brand is often interpreted as a name, term, symbol, design, and combination.

2. Price

Pricing decisions are significant in determining the value or benefits provided to customers and are essential in describing product quality ([Pasaribu, 2021](#)).

3. Promotion

Promotion in the marketing mix includes sales promotion, advertising, sales force, direct or indirect marketing, and public relations (Poltak, 2021). Promotion is an essential marketing component because it can increase brand recognition and sales

4. Place

Placement or distribution is an essential part of the product mix definition. We must position and distribute our products where potential buyers can access them. We must understand the target market in depth (Pasaribu, 2021).

3. METHODOLOGY

A measurement always requires a sample of attributes, and in this case, the population used is customers who consume Vitamin C products. This research was conducted on consumers of Vitacimin, Enervon-C, You C1000, Redoxon, and Vicee in the Surabaya area. This research was conducted in January 2023 until sufficient data was collected. This study collects its data from primary sources. The data needed for data collection consists of observations and questionnaires, so this research requires an attribute sample. This procedure only takes part of the population and determines the nature and characteristics of the desired population. The distribution of the initial questionnaire with 110 respondents was then used to determine the number of sample attributes of the research using Bernoulli's calculation of the minimum sample size. Of the 110 questionnaires distributed, 109 were returned and filled out correctly. The calculation results show $n = 14$ because the number of respondents who returned the questionnaire and filled it in perfectly was 109, so $109 > 14$, the number of samples was sufficient.

Using Markov Chain calculations, this analysis reveals consumers transitioning from one brand to another, as well as the market share position of each brand for the upcoming period. Compiling a transition probability matrix, calculating the possible future market share, and determining equilibrium conditions are the stages of the Markov Chain calculation. Equilibrium conditions can be achieved if no competitors can change the transition probability matrix. Determining the Vitamin C product with the smallest market share at equilibrium conditions At this stage, selecting the smallest market share from the equilibrium conditions table where the brand with the smallest market share will be established and an analysis of the marketing strategy is carried out according to the SOAR analysis. At this stage, SOAR analysis is carried out to determine the right marketing strategy starting with: the identification of Internal and External Factors, Matrix Internal Factor Evaluation (IFE) and Matrix External Factor Evaluation (EFE), internal external matrix analysis, and SOAR matrix analysis.

4. RESULTS AND DISCUSSION

Validity and Reliability Test

The answers are given by the respondents to each variable in the questionnaire on the interest level of Vitamin C buyers. It was then tested using SPSS version 2.0 through a Validity Test. With a significance level 5%, $N = 109$ ($df = 109 - 2 = 107$), Then the r_{table} value through interpolation is 0.1584. Because the value of $r_{count} > r_{table}$, the item is declared valid with the number of respondents in the questionnaire, as many as 109 respondents.

Table 2
Validity Test Results

No.	Statement	r_{count}	r_{table}	Description
1.	X1	0,449	0,1584	Valid
2.	X2	0,362	0,1584	Valid
3.	X3	0,345	0,1584	Valid
4.	X4	0,451	0,1584	Valid
5.	X5	0,429	0,1584	Valid
6.	X6	0,372	0,1584	Valid
7.	X7	0,406	0,1584	Valid
8.	X8	0,490	0,1584	Valid
9.	X9	0,599	0,1584	Valid
10.	X10	0,588	0,1584	Valid
11.	X11	0,569	0,1584	Valid
12.	X12	0,530	0,1584	Valid
13.	X13	0,444	0,1584	Valid
14.	X14	0,347	0,1584	Valid
15.	X15	0,332	0,1584	Valid

Source: Data Processed (2022)

Table 3
Output Case Processing Summary Questionnaire

		N	%
Cases	Valid	109	100.0
	Excluded*	0	0
	Total	109	100.0

The N value is 109, which means that 109 respondents filled out this questionnaire which was 100% valid, and no respondents were included in the excluded category.

Tabel 4
Output Reliability Statistics Questionnaire

Cronbach's Alpha	N of Items
0.772	15

Cronbach's Alpha has a value of 0.722 which means it is included in the reliable criteria because Cronbach's Alpha value is > 0.6 . The N value of items is 15, which is the number of statement indicators on the questionnaire. From the results of the validity test and reliability test that has been carried out, the questionnaire is declared valid and reliable.

With this analysis, Markov Chain calculations reveal consumers transitioning from one brand to another, the distribution of market share in the upcoming period and the position of each brand's market share. Compiling a transition probability matrix, calculating the possible future market share, and determining equilibrium conditions are the stages of the Markov Chain calculation. Equations can be achieved if no competitor can alter the transition probability matrix. Identify the Vitamin C product with the lowest market share at equilibrium. The brand with the smallest market share is selected from the equilibrium condition table, and a SOAR analysis-based marketing strategy analysis is conducted. Planning a marketing strategy for Vitamin C products with the smallest market share begins with identifying Internal and External Factors, Matrix Internal Factor Evaluation (IFE) and Matrix External Factor Evaluation (EFE), internal external matrix analysis, and SOAR matrix analysis. As a proposed improvement, the most effective strategy to increase market share was chosen to increase the market share of Vitamin C products with the smallest market share.

Markov Chain Calculations

To compile a transition probability matrix, data regarding customer flow is needed, namely gains from specific customers and losses to specific customers. The questionnaire recapitulation table for customer switching by buyers of Vitamin C products can be arranged in tabular form, which describes the customer switching behavior carried out by 109 customers switching from one Vitamin C product to another Vitamin C product. The following is data on the shift of Vitamin C customers to other Vitamin C:

Table 5
 Customer Exchanges For One Month

brand	First Period Number of Customers (January 2022)	Changes During Periods		Second Period Number of Customers (February 2023)
		Get	Lost	
Vitacimin	35	9	7	37
Enervon C	24	4	8	20
You C1000	25	10	9	26
Redoxon	12	5	5	12
Vicee	13	7	6	14
	109			109

Tabel 6
 Customer Exchanges For One Month

Brand	First Period Number of Customers	get from					Lost from					Second Period Number of Customers
		Vitacimin	Enervon C	You C1000	Redoxon	Vicee	Vitacimin	Enervon C	You c1000	Redoxon	Vicee	
Vitacimin	35		0	7	0	2		2	2	1	2	37
Enervon C	24	2		0	2	0	0		4	1	3	20
You 1000	25	2	4		3	1	7	0		0	2	26
Redoxon	12	1	1	0		3	0	2	3		0	12
Vicee	13	2	3	2	0		2	0	1	3		14
	109											109

Calculation of Vitacimin customers who remain or are loyal

The number of respondents in period 1 = 35

The number of respondents who switched to Enervon C = 2

The number of respondents who switched to You C1000 = 2

The number of respondents who switched to Redoxon = 1

The number of respondents who moved to Vicee = 2

So that the number of respondents who stay on Vitacimin (stay on mastery) are:

$$\begin{aligned}
 & \text{Number of Respondents Period 1} - \left[\begin{array}{l} \text{Number of respondents who} \\ \text{switched to Enervon C} \end{array} + \begin{array}{l} \text{Number of respondents who} \\ \text{switched to You C1000} \end{array} + \begin{array}{l} \text{Number of respondents who} \\ \text{switched to Redoxon} \end{array} + \begin{array}{l} \text{Number of respondents who} \\ \text{switched to Vicee} \end{array} \right] \\
 & = 35 - (2 + 2 + 1 + 2) = 28
 \end{aligned}$$

From the calculation above, the results of the calculation can be made as follows:

	Vitacimin	Enervon C	You c1000	Redoxon	Vicee
Vitacimin	28	0	7	0	2
Enervon C	2	16	0	2	0
You 1000	2	4	16	3	1
Redoxon	1	1	0	7	3
Vicee	2	3	2	0	7
	35	24	25	12	13

← Remain in the assignment (ownership)

Calculation of possible market share for each Vitamin C product in the first period:

$$\begin{matrix}
 & \text{Transition probability} & & & & & \text{Market Share} \\
 & & & & & & \text{First period} \\
 \begin{bmatrix} 0,800 & 0,000 & 0,280 & 0,000 & 0,154 \\ 0,057 & 0,667 & 0,000 & 0,167 & 0,000 \\ 0,057 & 0,167 & 0,640 & 0,250 & 0,077 \\ 0,029 & 0,041 & 0,000 & 0,583 & 0,231 \\ 0,057 & 0,125 & 0,080 & 0,000 & 0,538 \end{bmatrix} & \times & \begin{bmatrix} 0,321 \\ 0,220 \\ 0,230 \\ 0,110 \\ 0,119 \end{bmatrix} & = & \begin{bmatrix} 0,339 \\ 0,184 \\ 0,239 \\ 0,191 \\ 0,128 \end{bmatrix}
 \end{matrix}$$

Table 8
 Market Share Prediction Until Equilibrium Conditions

Period	Month	Vitacimin	Enervon C	You C1000	Redoxon	Vicee
1	January 2023	0.3395	0.1836	0.2386	0.1101	0.1284
2	February 2023	0.3582	0.1602	0.2401	0.1112	0.1304
3	March 2023	0.3739	0.1458	0.2387	0.1119	0.1298
4	April 2023	0.3859	0.1373	0.2364	0.1121	0.1285
5	May 2023	0.3947	0.1323	0.2341	0.1118	0.1272
6	June 2023	0.4009	0.1294	0.2322	0.1114	0.1262
7	July 2023	0.4052	0.1278	0.2306	0.1111	0.1255
8	August 2023	0.408	0.1269	0.2295	0.1107	0.125
9	September 2023	0.4099	0.1264	0.2286	0.1105	0.1247
10	October 2023	0.4112	0.1261	0.228	0.1103	0.1246
11	November 2023	0.412	0.126	0.2276	0.1102	0.1245
12	Desember 2023	0.4124	0.1259	0.2273	0.1101	0.1244
13	Januari 2024	0.4128	0.1259	0.2271	0.11	0.1243
14	Februari 2024	0.4129	0.1259	0.227	0.11	0.1243
15	March 2024	0.4131	0.1259	0.2269	0.11	0.1243
16	April 2024	0.4131	0.1259	0.2268	0.11	0.1243
17	May 2024	0.4132	0.1259	0.2268	0.11	0.1243
18	June 2024	0.4132	0.1259	0.2268	0.11	0.1243
19	July 2024	0.4132	0.1259	0.2268	0.11	0.1243
20	August 2024	0.4132	0.1259	0.2268	0.11	0.1243
21	September 2024	0.4132	0.1259	0.2268	0.11	0.1243
22	October 2024	0.4132	0.1259	0.2268	0.11	0.1243
23	November 2024	0.4132	0.1259	0.2268	0.11	0.1243
24	Desember 2024	0.4132	0.1259	0.2268	0.11	0.1243
25	January 2025	0.4132	0.1259	0.2268	0.11	0.1243
26	February 2025	0.4132	0.1259	0.2268	0.11	0.1243
27	March 2025	0.4132	0.1259	0.2268	0.11	0.1243
28	April 2025	0.4132	0.1259	0.2268	0.11	0.1243
29	May 2025	0.4132	0.1259	0.2268	0.11	0.1243

Source : Data Processed (2022)

From the table, it is known that steady-state conditions obtained market stability conditions for each Vitamin C product, namely Vitacimin = 0.4132; Enervon C = 0.1259; You C1000 = 0.2268; Redoxon = 0.11; Vicee = 0.1243 which was achieved in period 28, namely in April 2025.

Marketing Strategy Planning

Table 9
 Questionnaire Rating Results for Redoxon

No	SOAR	Factor	Rating	Description
1	Strengths	The size of the product offered is in accordance with the price (X3)	2,36	Good
		Vitamin C products have many variations (X4)	2,82	Good
		The price of Vitamin C is quite affordable for all people (X5)	3,64	Very good
		Vitamin C products are easy and safe to use and help maintain immunity, increase immunity, and help restore the body's condition after illness (X1)	3,45	Very good
2	Opportunities	Social media and E commerce are growing rapidly and have an impact on the buying and selling process (X11)	2,82	Good
		Product interest is very high because it matches the quality (X7)	3,64	Very good
		Product trust is very high because it is in accordance with the benefits (X8)	3,36	Very good
3	Aspirations	Has a Brand Ambassador (X12)	2,91	Good
		Expanding partnerships / agents / resellers so that locations are easily accessible to consumers (X14)	3,55	Very good
		Prices can compete with products on the market (X6)	3,36	Very good
		More attractive packaging quality (X2)	3,45	Very good
4	Result	Often do promotions online using advertising media (X9)	2,82	Good
		Increase social media activity and online store sites by using paid advertising features (X10)	3,73	Very good
		Products are always available in sufficient quantities when consumers want them (X13)	3,27	Very good
		Vitamin C products can expand their market reach in various regions (X15)	3,18	Very good

Source: Author (2022)

IFE Matrix

Table 10
 Questionnaire Rating Results Vitamin C Redoxon

No	Internal factors	Rating	Weight	Score
Strengths				
1	The size of the product offered is in accordance with the price (X3)	2,36	0,09	0,22
2	Vitamin C products have many variations (X4)	2,82	0,11	0,31
3	The price of Vitamin C is quite affordable for all people (X5)	3,64	0,14	0,52
4	Vitamin C products are easy and safe to use and help maintain immunity, increase immunity, and help restore the body's condition after illness (X1)	3,45	0,14	0,47
Total		12,27	0,48	1,51
Aspirations				
1	has a brand Ambassador (X12)	2,91	0,11	0,33
2	Expanding partnerships / agents / resellers so that locations are easily accessible to consumers (X14)	3,55	0,14	0,49
3	Prices can compete with products on the market (X6)	3,36	0,13	0,44
4	More attractive packaging quality (X2)	3,45	0,14	0,47
Total		13,27	0,52	1,73
Total for Internal Factors		25,54	1,00	3,25

Source: Author (2022)

EFE Matrix

Table 11
 Questionnaire Rating Results Vitamin C Redoxon

No	Internal factors	Rating	Weight	Score
Opportunities				
1	Social media and E commerce are growing rapidly and have an impact on the buying and selling process (X11)	2,82	0,12	0,35
2	Product interest is very high because it matches the quality (X7)	3,64	0,16	0,58
3	Product trust is very high because it is in accordance with the benefits (X8)	3,36	0,15	0,50
Total		9,82	0,43	1,42
Results				

1	often do promotions online using advertising media (X9)	2,82	0.12	0.35
2	Increase social media activity and online store sites by using paid advertising features (X10)	3,73	0.16	0.61
3	Products are always available in sufficient quantities when consumers want them (X13)	3,27	0.14	0.47
4	Vitamin C products can expand their market reach in various regions (X15)	3,18	0.14	0.44
Total		13	0.57	1.87
Total for External Factors		22,8	1.00	3.29

Source: Author (2022)

IE Matrix

Based on the data processing results in rating values, weights and scores in the IFE matrix in Table 4.9, a total score of 3.25 is obtained, and in the EFE matrix in Table 4.10, a total score of 3.29 is obtained.

Table 12
 Matriks IE

		Score IFE		
		High (3-4)	Medium (2-2,99)	Low (1-1,99)
Score EFE	High (3-4)	I	II	III
	Medium (2-2,99)	IV	V	VI
	Low (1-1,99)	VII	VIII	IX

Table 4.9 of the IE Matrix reveals that the IFE score is 3.25 and the EFE score is 3.29, placing the grow & build conditions in quadrant I (strength-high). The appropriate strategy for these positions is an intensive or integration strategy encompassing market penetration by increasing market share via marketing efforts, market development by increasing market share geographically, and service development.

Table 13
 Matrix SOAR Vitamin C Redoxon

		STRENGTHS	OPPORTUNITIES
		1. The size of the product offered is in accordance with the price (X3) 2. Vitamin C products have a lot of variety (X4) 3. The price of Vitamin C is quite affordable for all people (X5) 4. Vitamin C products are easy and safe to use and help maintain endurance, boost immunity, and help restore the body's condition after illness (X1)	1. Social media and E-commerce are growing rapidly and have an impact on the buying and selling process (X11) 2. Interest in the product is very high because it matches the quality (X7) 3. Product trust is very high because it is in accordance with the benefits (X8)
ASPIRATIONS	(S-A)	(O-A)	
1. Has a brand ambassador (X12) 2. Expanding partnerships / agents / resellers so that locations are easily accessible to consumers (X14) 3. Prices can compete with products on the market (X6) 4. More attractive packaging quality (X2)	1. Develop more attractive product designs (s1, s2, a4) (Strategy 1) 2. Using content creators/social media specialists to provide product knowledge to customers uploaded on sales social media in the form of videos and photos regarding detailed product information (price, content, durability, usability, how to use) (s1, s2, s3, s4, a1, a3) (Strategy 2) 3. The use and selection of the right Brand Ambassador because it can attract fans (s3, s4, a1, a3) (Strategy 3)	4. Opening partner opportunities in remote areas to attract conventional customers (o2, o3, a2, a3) (strategy 4) 5. Maximizing the use of social media as a marketing medium (o1, a1, a3) (Strategy 5)	
RESULT	(S-R)	(O-R)	
1. Conduct online promotions using advertising media (X9) 2. Increase social media activity and online store sites by using paid advertising features (X10) 3. Products are always available in sufficient quantities when consumers want them (X13) 4. Vitamin C products can expand their market reach in various regions (X15)	6. Maintain and improve customer satisfaction by adding variety and product innovation offered (s2, r3, r4) (Strategy 6) 7. Increasing customer trust by releasing products of the highest superior quality without lowering existing standards (s1, s3, s4, r4) (Strategy 7)	8. Maximizing the use of e-commerce and advertising media in promotions to continue promoting products so that they are increasingly known by the wider community (o1, r1, r2, r3) (Strategy 8)	

In calculating market share predictions until it reaches equilibrium, it can be seen that Vitamin C products, namely Redoxon, experienced the most decline, so researchers chose Redoxon products to determine the right marketing strategy. SOAR analysis is used to determine the marketing strategy used for the Vitamin C product. Based on the internal-external matrix in the SOAR analysis in using the SOAR Quadrant Strategy for Vitamin C products, namely developing more attractive product designs, using content creators/social media specialists to provide product knowledge to customers, which are uploaded on sales social media in the form of videos or photos regarding information product details (price, content, durability, usability, how to use), use and selection of the right Brand Ambassador

because it can attract fans, They are opening partner opportunities in various remote areas to attract conventional customers, maximizing the use of social media as a marketing medium, maintaining and increasing customer satisfaction by increasing the variety and innovation of products offered, increasing customer trust by releasing effects of the highest superior quality without lowering existing standards, and maximize the use of e-commerce and advertising media in promotions to continue promoting products so that the wider community increasingly knows them.

5. CONCLUSION AND SUGGESTION

Prediction The percentage of market share for Vitamin C products in the first period for Vitacimin products is 34%, Enervon C is 18%, You C1000 is 24%, Redoxon is 11%, and Vicee is 13%. While the prediction of the percentage of market share until it reaches an equilibrium condition for each Vitamin C product is obtained in the 28th period in March 2025, namely Vitacimin at 41%, Enervon C at 13%, You C1000 at 23%, Redoxon at 11%, and Vicee by 12%. The analysis used the IFE matrix, EFE matrix, and IE matrix in quadrant 1 (high-strength) with grow & build conditions. The strategy that is suitable for each of these positions is an intensive or integration strategy, including market penetration by expanding market share through marketing efforts, market development by expanding market share geographically and service development, as well as the SOAR matrix producing eight alternative marketing strategies.

The company must always conduct market share research to find out the prediction of the market share controlled by the company compared to competitors so that it can determine an effective marketing strategy quickly and maintain or even increase the market share that has been controlled.

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