



MARKETING STRATEGY ANALYSIS USING THE SWOT APPROACH AT PT SERENA INDOPANGAN INDUSTRI

ANALISIS STRATEGI PEMASARAN MENGGUNAKAN PENDEKATAN SWOT PADA PT SERENA INDOPANGAN INDUSTRI

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Abstract

This study aims to analyze and formulate appropriate marketing strategies for PT Serena Indopangan using a SWOT (Strengths, Weakness, Opportunities, and Threats) analysis approach. The research employs a descriptive qualitative method, with data collected through observations, interviews, and documentation. The results indicate that the company's strengths lie in its product quality and extensive distribution network, while its weaknesses include limited digital marketing activities and lack of product innovation. On the external side, growing market demand and changes in consumer lifestyles present significant opportunities, whereas intense competition and fluctuating raw material prices pose major threats. Based on the SWOT analysis, the most suitable strategy for PT Serena Indopangan is the SO (Strengths-Opportunities) strategy, which focus on leveraging internal strengths to capitalize on external opportunities. The study recommends enhancing digital marketing efforts and strengthening brand positioning to improve the company's competitiveness.

Keywords : Marketing Strategy, SWOT Analysis, Food Industry, Competitiveness.

Abstrak

Penelitian ini bertujuan untuk menganalisis dan merumuskan strategi pemasaran yang tepat bagi PT Serena Indopangan melalui pendekatan analisis SWOT (Strengths, Weaknesses, Opportunities, Threats). Metode penelitian yang digunakan adalah deskriptif kualitatif dengan Teknik pengumpulan data melalui observasi, wawancara, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa Perusahaan memiliki kekuatan pada kualitas produk dan jaringan distribusi, namun masih memiliki kelemahan dalam promosi digital. Peluang pasar yang besar dan pertumbuhan konsumsi produk pangan menjadi factor pendukung, sementara persaingan industry menjadi ancaman utama. Berdasarkan analisis SWOT, strategi SO dengan memanfaatkan kekuatan untuk menangkap peluang pasar.



Kata Kunci : Strategi Pemasaran, SWOT, Industri Pangan, Daya Saing.

1. INTRODUCTION

The snack food industry has experienced significant growth in recent years, driven by increasingly dynamic consumer lifestyles. This trend has led to higher consumption of snack foods due to their convenience. In addition, the transformation of distribution systems from conventional to digital platforms has become one of the primary drivers of industry growth while simultaneously intensifying market competition through the emergence of new domestic snack manufacturers and the entry of international snack brands. Therefore, to remain competitive in today's snack food industry, companies must implement effective and up-to-date marketing strategies that adapt to changing market conditions in order to survive, grow, and achieve long-term sustainability.

PT Serena Indopangan Industri is one of Indonesia's leading snack food manufacturers with a long history in the biscuit and snack food industry. Established in 1991, PT Serena Indopangan Industri is part of the Khong Guan Group and has developed a variety of well-known products, including Serena Togo, Serena Klik, Serena Broniz, Serena Rodeo, and Khong Guan Assorted, one of Indonesia's most iconic biscuit brands. The company has operated for more than 45 years and maintains a manufacturing facility covering approximately 24.7 hectares. Currently, PT Serena Indopangan Industri faces increasingly complex market competition amid rapid changes in consumer preferences driven by technological advancement and evolving lifestyles.

Therefore, an evaluation of the company's marketing strategy is essential to maintain its competitiveness in Indonesia's rapidly expanding snack food market. SWOT analysis is one of the most widely used strategic management tools for evaluating and formulating marketing strategies. Through a comprehensive assessment of the company's internal strengths and weaknesses as well as external opportunities and threats, an appropriate marketing strategy can be developed to enhance the competitiveness of PT Serena Indopangan Industri's products in the national snack food market.

2. RESEARCH METHOD

This study employed a descriptive qualitative approach using a **case study** of PT Serena Indopangan Industri (Rangkuti, 2024). The descriptive qualitative method was selected because it enables researchers to systematically, factually, and accurately describe and analyze organizational phenomena based on available evidence, thereby providing a comprehensive understanding of the research object. This approach was considered appropriate since the study aims to identify the company's internal and external conditions and formulate business development strategies consistent with its characteristics and business environment.

The study relied exclusively on **secondary data** obtained from various credible sources, including company profiles, food industry reports, publications from the Indonesian Food and Beverage Producers Association (GAPMMI, 2025), scientific journals, textbooks, and other literature related to SWOT analysis and strategic management. The use of secondary data was deemed appropriate because the research focused on strategic analysis based on publicly available information rather than primary data collected through surveys or interviews.

Data analysis was conducted using the SWOT framework through several stages: identifying internal strengths and weaknesses, identifying external opportunities and threats, constructing the SWOT matrix, and formulating strategic alternatives based on the combinations of SO, WO, ST, and WT strategies (Assauri, 2016). The resulting strategic recommendations were intended to strengthen the competitiveness and sustainable growth of PT Serena Indopangan Industri.



3. RESULT AND DISCUSSION

Internal Factor Analysis

Strengths

Strengths refer to positive internal factors that currently exist within a company or organization. These factors represent competitive advantages that enable a company to perform better than its competitors (Rangkuti, 2024). PT Serena Indopangan Industri possesses several key strengths that contribute to its competitive advantage, as described below.

a) Strong Support from the Khong Guan Group

PT Serena Indopangan Industri is a subsidiary of the Khong Guan Group, one of Indonesia's most established biscuit manufacturers with a strong reputation since 1956. This affiliation provides the company with extensive experience, managerial expertise, and a solid corporate image, thereby enhancing consumer trust and strengthening its competitive position in the market.

b) Strong and Well-Recognized Brands

The company's flagship brands, including Khong Guan, Serena, and Nissin, have gained widespread recognition and have remained popular among Indonesian consumers for decades. Strong brand equity contributes significantly to customer loyalty and facilitates market penetration across various regions.

c) Diverse Product Portfolio

PT Serena Indopangan Industri offers a broad range of biscuit and snack products designed to serve different consumer segments. Product diversification enables the company to satisfy varying consumer preferences while reducing dependence on a single product category.

d) Modern Production Facilities

The company operates modern manufacturing facilities with continuously expanding production capacity to meet increasing domestic and international market demand. Advanced production technology also supports product consistency, efficiency, and quality assurance.

e) Extensive Domestic and International Distribution Network

PT Serena Indopangan Industri distributes its products throughout Indonesia and exports them to more than 40 countries. Its extensive distribution network enhances product availability and strengthens the company's position in both domestic and global markets.

f) Extensive Industry Experience

With more than 45 years of experience, the company has developed strong competencies in manufacturing operations, quality control, product development, and understanding consumer preferences. This long-standing experience serves as a valuable strategic asset in maintaining business sustainability.

Weaknesses

Weaknesses refer to internal limitations that may hinder organizational growth and competitiveness (Rangkuti, 2024). Several weaknesses identified within PT Serena Indopangan Industri include the following.

a) Management System Requires Modernization

Some management practices continue to rely on traditional approaches and have not fully adapted to today's rapidly changing business environment. Consequently, improvements in organizational systems and digital transformation remain necessary (Assauri, 2016).

b) Limited Innovation in Healthy Products

Compared with more aggressive competitors in the healthy snack market, the company's product innovation related to low-sugar, high-protein, organic, or functional food products remains relatively limited (NP Indonesia, 2025).

c) Dependence on Traditional Products

A considerable proportion of the company's product portfolio consists of traditional biscuit products that have been marketed for decades. Although these products maintain strong brand loyalty,



they may be less attractive to younger consumers seeking innovative snack alternatives (Kumpanan, 2025).

d) Digital Marketing Has Not Yet Been Optimized

The company's digital marketing presence across social media platforms and online marketing channels remains relatively limited. Strengthening digital engagement is essential to effectively reach Millennials and Generation Z consumers (NP Indonesia, 2025).

External Factor Analysis

Opportunities

Opportunities refer to external conditions and market trends that organizations can utilize to achieve future growth (Rangkuti, 2024). PT Serena Indopangan Industri has several strategic opportunities, including the following.

a) Growing Healthy Food Trend

Increasing consumer awareness regarding healthy lifestyles creates opportunities for the company to develop healthier snack products, such as low-sugar, high-protein, and naturally sourced food products.

b) Rapid Growth of E-Commerce

The continuous expansion of e-commerce platforms provides greater opportunities for improving marketing effectiveness, expanding market reach, and increasing product sales through digital channels.

c) Increasing Consumer Purchasing Power

The growth of Indonesia's middle-income population has increased demand for higher-quality food products, creating favourable market conditions for premium snack products.

d) Export Market Expansion

Indonesian snack products possess considerable export potential through compliance with international quality standards and halal certification, enabling the company to strengthen its presence in overseas markets.

e) Product Innovation Opportunities

Developing new product flavors, introducing innovative packaging, and collaborating with strategic partners or well-known brands provide opportunities to attract new customer segments and maintain consumer interest.

Threats

Threats represent external challenges that may negatively affect business performance and long-term sustainability (Porter, 2023). The primary threats facing PT Serena Indopangan Industri include the following.

a) Intense Industry Competition

The company faces increasingly intense competition from established multinational corporations, domestic manufacturers, small and medium-sized enterprises (SMEs), and emerging snack brands.

b) Fluctuating Raw Material Prices

Volatility in the prices of raw materials such as wheat flour, sugar, vegetable oil, and cocoa may significantly increase production costs and reduce profit margins.

c) Stricter Government Regulations

More stringent food safety regulations require continuous improvements in production processes, quality assurance systems, and compliance with national and international standards.

d) Changing Consumer Preferences

Rapid changes in consumer preferences require continuous product innovation and effective marketing strategies to remain relevant in an increasingly dynamic marketplace.

e) Increasing Imported Snack Products

The growing presence of imported snack products intensifies competition and provides consumers with a wider range of product alternatives.

f) Traditional Brand Image



Some of the company's traditional biscuit products may be perceived as less modern by younger consumers, potentially reducing their competitiveness among Millennials and Generation Z who generally prefer innovative, trendy, and healthier snack products.

Internal Factor Analysis Matrix (IFAS)

Table 1. Internal Strength Factor Analysis (Strengths)

No.	Internal Factors	Description	Weight	Rating	Score
1	Strong Brand	The company's products are widely recognized in the national market.	0.15	4	0.60
2	Parent Company Support	Supported by PT Khong Guan Group.	0.15	4	0.60
3	Extensive Distribution Network	Distribution channels cover various regions across Indonesia.	0.10	4	0.40
4	Affordable Price	Product prices are aligned with consumers' purchasing power.	0.10	3	0.30
5	Product Variety	Offers several product variants and flavors.	0.10	3	0.30
Total Strengths			0.60		2.20

Based on the analysis of the company's internal strengths, PT Serena Indopangan Industri achieved a total strength score of 2.20 with a total weight of 0.60. The company's primary strengths lie in its strong brand recognition, support from PT Khong Guan Group, and extensive distribution network, each of which received high ratings. Furthermore, the company's affordable pricing strategy and diverse product portfolio enhance its ability to meet the needs and preferences of consumers. Overall, these internal strength factors indicate that PT Serena Indopangan Industri possesses a relatively strong internal position, enabling the company to compete effectively in the increasingly competitive snack food industry.

Table 1.3. Internal Weakness Factor Analysis (Weaknesses)

No.	Internal Factors	Description	Weight	Rating	Score
1	Limited Product Innovation	The company demonstrates less product innovation compared to its competitors.	0.10	2	0.20
2	Dependence on Raw Materials	Raw material prices are subject to market fluctuations.	0.10	2	0.20
3	Internal Group Competition	The company faces competition from similar products within the Mayora Group.	0.10	2	0.20
4	Limited Focus on Generation Z	Digital marketing and promotional activities have not been fully optimized to target Generation Z consumers.	0.05	2	0.10
5	Low Product Differentiation	The company's products are difficult to distinguish from those of competitors.	0.05	2	0.10
Total Weaknesses			0.40		0.80



Based on the analysis of internal weakness factors, PT Serena Indopangan Industri obtained a total weakness score of 0.80 with a total weight of 0.40. The company's primary weaknesses include limited product innovation, dependence on raw materials with fluctuating prices, competition from similar products within the corporate group, underdeveloped digital marketing initiatives, and relatively low product differentiation. These findings indicate that the company should strengthen its product innovation capabilities, enhance its digital marketing strategy, and develop stronger product differentiation to improve its competitiveness in the marketplace.

Total IFAS Score

The total IFAS (Internal Factor Analysis Summary) score is 3.00, indicating that PT Serena Indopangan Industri is in a strong internal strategic position. Since the total score is above the average benchmark ($3.00 > 2.50$), the company demonstrates a strong ability to leverage its internal strengths while effectively minimizing and overcoming its existing weaknesses. This suggests that the organization possesses sufficient internal capabilities to support sustainable growth and maintain its competitive advantage in the snack food industry.

External Factor Analysis Matrix (EFAS)

Opportunities

Table 3. External Opportunity Factor Analysis (Opportunities)

No.	External Factors	Description	Weight	Rating	Score
1	Growth of the Snack Food Market	Consumption of snack foods continues to increase.	0.15	4	0.60
2	Growth of E-commerce	Online sales continue to expand rapidly.	0.10	3	0.30
3	Generation Z Market	The Generation Z segment represents a large and promising consumer market.	0.15	4	0.60
4	Export Market Expansion	International demand for Indonesian food products continues to increase.	0.10	3	0.30
5	Digital Marketing	Social media has become an effective promotional and marketing channel.	0.10	3	0.30
Total Opportunities			0.60		2.10

Based on the analysis of external opportunity factors, PT Serena Indopangan Industri achieved a total opportunity score of 2.10 with a total weight of 0.60. The company's primary opportunities arise from the continuous growth of the snack food market, the expanding Generation Z consumer segment, the rapid development of e-commerce, increasing export opportunities, and the effective utilization of digital marketing. These external factors provide significant opportunities for the company to expand its market reach, increase sales performance, and strengthen its competitive advantage through continuous product innovation and effective digital marketing strategies.

Threats

Threats refer to external challenges or unfavorable conditions that may negatively affect a company's performance and long-term sustainability. Identifying these threats enables organizations to develop appropriate strategies to minimize potential risks and maintain their competitive position in the market.

**Table 4. External Threat Factor Analysis (Threats)**

No.	External Factors	Description	Weight	Rating	Score
1	Intense Competition	Numerous local and imported snack brands compete in the market.	0.15	3	0.45
2	Changing Consumer Preferences	Consumer preferences and food trends change rapidly.	0.10	3	0.30
3	Rising Raw Material Prices	Inflation and exchange rate fluctuations increase production costs.	0.05	2	0.10
4	Government Regulations	Increasingly stringent food safety regulations and standards.	0.05	2	0.10
5	Substitute Products	Healthier snack alternatives are becoming increasingly popular.	0.05	2	0.10
Total Threats			0.40		1.05

Based on the analysis of external threat factors, PT Serena Indopangan Industri obtained a total threat score of 1.05 with a total weight of 0.40. The company's major threats include intensifying market competition, rapidly changing consumer preferences, increasing raw material prices, stricter government regulations, and the growing popularity of substitute products. Therefore, the company needs to strengthen its innovation capabilities and enhance its competitiveness in order to maintain its market position.

The total EFAS (External Factor Analysis Summary) score is 3.15, indicating that PT Serena Indopangan Industri is in a strong strategic position in responding to external environmental factors. This score demonstrates that the company is highly effective in capitalizing on external opportunities while minimizing the potential impact of external threats.

SWOT Matrix and Business Development Strategies

Based on the results of the internal and external factor analyses, several business development strategies can be formulated using the SWOT Matrix, as follows.

SO Strategies (Strengths–Opportunities)

These strategies utilize the company's internal strengths to capitalize on external opportunities.

1. Develop Premium Healthy Product Lines. Leverage the company's strong brand reputation and modern production facilities to introduce functional food products, such as high-protein, high-fiber, low-sugar, and organic-based snacks.
2. Expand Market Presence through E-commerce. Utilize the company's diverse product portfolio and the extensive distribution network of the Khong Guan Group to strengthen its presence across e-commerce platforms and online marketplaces.
3. Expand Export Markets through Halal Positioning. Maximize the company's quality standards and halal certification to expand exports to ASEAN countries, the Middle East, and other international markets.
4. Collaborate with Trendy Consumer Brands. Utilize the company's strong brand awareness to launch limited-edition products that appeal to younger consumers, similar to the successful *Platinum Short Cake Series* collaboration.

WO Strategies (Weaknesses–Opportunities)

These strategies aim to overcome organizational weaknesses by taking advantage of external opportunities.



1. Modernize Management Systems and Human Resources. Transform the company's management system by adopting a more modern organizational approach that emphasizes transparency, meritocracy, and a performance-oriented corporate culture.
2. Accelerate Functional Product Innovation. Strengthen research and development capabilities by focusing on healthy and functional snack products to capitalize on the growing healthy snack market.
3. Enhance Digital Marketing and Brand Communication. Increase investment in digital marketing initiatives, including content marketing, social media engagement, and influencer marketing, to effectively reach Millennials and Generation Z consumers.
4. Rejuvenate Classic Product Lines. Rebrand traditional products by introducing modern packaging designs and new flavor variants that better match the preferences of younger consumers.

ST Strategies (Strengths–Threats)

These strategies utilize the company's strengths to mitigate external threats.

1. Differentiate Products through Brand Heritage. Strengthen the company's positioning as a legendary and trusted brand with a long history to distinguish itself from emerging competitors.
2. Strengthen Customer Loyalty. Utilize the company's strong brand equity to develop customer loyalty programs and build an active brand community.
3. Improve Operational and Supply Chain Efficiency. Optimize production processes and supply chain management to improve cost efficiency and reduce the impact of raw material price fluctuations through economies of scale.
4. Diversify Distribution Channels. Expand distribution through multiple sales channels, including modern retail, traditional retail, e-commerce, and direct-to-consumer platforms, to reduce dependence on a single distribution channel.

WT Strategies (Weaknesses–Threats)

These strategies are designed to minimize internal weaknesses while avoiding or reducing external threats.

1. Strengthen Innovation Capabilities. Increase investment in research and development while recruiting talented young professionals who possess a strong understanding of emerging market trends.
2. Establish Strategic Partnerships with Modern Retailers. Develop strategic collaborations with leading modern retail chains and major e-commerce platforms to broaden market coverage.
3. Improve Raw Material Risk Management. Develop more effective procurement strategies through long-term supplier partnerships, diversification of raw material sources, and risk mitigation practices such as hedging.
4. Enhance Regulatory Compliance and Quality Standards. Strengthen quality control systems and ensure that all products consistently comply with increasingly stringent government food safety regulations and quality standards.

SWOT Matrix (SO, WO, ST, and WT Strategies)

Table 5. SWOT Matrix (Strategic Analysis)

	Strengths (S)	Weaknesses (W)
	SO Strategies	WO Strategies
Opportunities (O)	1. Leverage the company's strong brand to expand the Generation Z market.	1. Enhance product innovation by adapting to digital and market trends.
	2. Optimize the distribution network to support e-commerce expansion.	2. Strengthen social media marketing to effectively reach Generation Z consumers.
	3. Develop new product variants that align with emerging consumer trends.	



	ST Strategies	WT Strategies
Threats (T)	1. Utilize the company's strong brand equity to compete against existing and emerging competitors.	1. Diversify the product portfolio to reduce business risks.
	2. Improve production cost efficiency to mitigate the impact of rising raw material prices.	2. Strengthen product differentiation to improve competitiveness and avoid losing market share.

The Company's Strategic Position

Based on the IFAS score of 3.00 and the EFAS score of 3.15, PT Serena Indopangan Industri is positioned in Quadrant I (Growth Strategy) of the SWOT Matrix. This position indicates that the company possesses strong internal capabilities while facing substantial external opportunities for growth and business expansion.

Accordingly, the following strategic initiatives are recommended for implementation:

1. Innovative Product Development

Develop new products and enhance the value proposition of existing products to remain competitive and responsive to technological advancements, changing consumer preferences, and evolving market demands.

2. Strengthening Digital Marketing

Maximize the use of digital marketing channels, including social media platforms, search engine optimization (SEO), and paid digital advertising, to reach a broader customer base in a more cost-effective manner.

3. Expansion into Domestic and International Markets

Expand the company's market coverage by strengthening its presence in new domestic regions while simultaneously penetrating international markets through effective distribution strategies and export development.

4. Focus on the Generation Z Market

Design products, branding strategies, and marketing communications that align with the values, lifestyles, and digital behaviors of Generation Z, as this demographic represents one of the most promising future consumer segments.

4. CONCLUSION

Based on the results of the SWOT analysis, PT Serena Indopangan Industri holds a strong competitive position in Indonesia's snack food industry. This position is supported by several key strengths, including strong brand recognition, support from the Khong Guan Group, a diverse product portfolio, adequate production facilities, an extensive distribution network, and extensive industry experience. Nevertheless, the company continues to face several internal challenges, including limited innovation in healthy product offerings, suboptimal digital marketing performance, and the need to modernize its management system. From an external perspective, the company has significant opportunities arising from the continued growth of the snack food market, increasing consumer demand for healthier food products, the rapid expansion of e-commerce, and the growing potential of export markets. At the same time, the company must address major threats, including intense industry competition, fluctuations in raw material prices, increasingly stringent government regulations, and rapidly changing consumer preferences.

Based on these findings, PT Serena Indopangan Industri is recommended to prioritize the development of innovative and healthier product lines, accelerate digital transformation in both marketing and operational activities, and revitalize its brands through continuous product and packaging innovation to remain relevant to evolving consumer needs. Furthermore, the company should expand its export market by leveraging its halal certification and high product quality, improve



operational efficiency, and strengthen its management system as well as human resource capabilities. These strategic initiatives are expected to support sustainable business growth and enhance the company's competitiveness in both domestic and international markets.

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