

Formulation of Segmentation, Targeting, and Positioning Strategies to Improve Sales Performance at Party Store

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ABSTRACT

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Increasing competition in the party supplies industry requires businesses to implement more effective and customer-oriented marketing strategies. Party Store Semarang has experienced a continuous decline in revenue over the past 1.5 years due to the emergence of new competitors offering more competitive prices, wider product variety, and more aggressive marketing approaches. This study aims to develop effective marketing strategies using the Segmenting, Targeting, and Positioning (STP) approach to increase sales at Party Store Semarang, which has experienced a continuous decline in revenue over the recent period due to intensified competition. This research employed a quantitative method with a sample of 96 respondents, selected through purposive sampling. Data were collected through questionnaires and analyzed using the clustering method with the help of SPSS to identify market segments. The analysis revealed two main segments: "Influencers," young and social media-active consumers, and "Achievers," mature and career-oriented individuals. The store can adopt a differentiated targeting strategy and unique positioning for each segment to improve brand relevance and boost sales.



Introduction

In an increasingly competitive business environment, marketing strategies are key to creating value and building profitable relationships with customers. Marketing strategies are the approaches companies use to effectively and efficiently direct their marketing efforts in order to increase their competitiveness in the market (Kotler & Armstrong, 2016; Sope, 2023). Changes in the business environment, the emergence of new competitors, and rising consumer expectations demand that companies continuously adapt with the right strategies to maintain their market position. Companies that fail to adapt will struggle to achieve competitive advantage and retain customer loyalty (Oktavian & Aminuddin, 2022).

One strategic approach proven effective in responding to market dynamics is the application of the Segmenting, Targeting, and Positioning (STP) concept. STP is a crucial

framework in marketing strategy that enables companies to understand market structure, select the most promising segments, and effectively position their products in consumers' minds (Rismawati et al., 2019; Kalam, 2020). The STP strategy helps companies allocate resources more efficiently, deliver relevant marketing messages, and create a competitive advantage in an increasingly competitive environment (Hariyanto et al., 2023).

Segmenting is the first step in the STP strategy, which focuses on dividing the market into smaller groups based on characteristics such as demographics, geography, psychographics, and behavior (Buji et al., 2024).

This strategy enables companies to understand the specific needs of each segment and design more suitable product offerings (Handayani et al., 2023). After segmentation is done, the next step is targeting, which is choosing the most suitable market segment to be the main target based on size, growth potential, and compatibility with the company's capabilities (Surahman et al., 2020; Luthfiandana et al., 2024). The final stage is positioning, which is forming a strong and unique image in the minds of consumers about the company's products or brands. Proper positioning helps create clear differentiation, strengthen consumer loyalty, and enhance brand value (Kolanus et al, 2024; Khandelwal et al., 2020).

Previous studies have emphasized the importance of STP strategies in guiding marketing success. For example, Miftah et al. (2023) explain that integrating marketing strategies with marketing mix elements is crucial for achieving efficiency and effectiveness in facing market competition. Meanwhile, Manggu & Beni (2021) mention that positioning can be done through various approaches, ranging from product attributes to comparisons with competitors.

However, despite the STP framework being widely discussed in the literature, few studies have applied it specifically to small and medium-sized enterprises (SMEs) in the party accessories industry, particularly those facing pressure from local competitors with more aggressive segmentation and positioning strategies. Thus, this article offers scientific novelty in the form of the application of the STP concept specifically tailored to the local business context—Party Store—with the aim of not only improving marketing strategies but also redefining segmentation, target market determination, and brand repositioning to effectively compete in an increasingly crowded market.

Party Store is a business engaged in the sale of party accessories and supplies for birthday parties, established in 2015 and located in Semarang. Over the past 1.5 years, from January 2023 to June 2024, Party Store experienced a 17% decline in revenue (internal data from Party Store). This decline is strongly suspected to be caused by the emergence of four new competitors in the vicinity offering more competitive prices, a wider variety of products, and more aggressive marketing strategies, including a focus on quality and luxurious party concepts. The strategies implemented by Party Store so far, such as providing friendly service, discounts, and digital marketing through Instagram (with a 25% increase in followers over 4 months), have not been able to reverse the declining sales trend.

This problem shows a gap between the marketing strategy that's being used and what consumers need, as well as the current market dynamics. This means that Party Store's marketing strategy needs to be reviewed and reworked using the STP approach. So, the main question of this study is: How can Party Store come up with and use an effective STP strategy to boost sales and strengthen its position in an increasingly competitive market?

Based on the background and literature review, the objective of this study is to formulate an appropriate and relevant STP (Segmenting, Targeting, and Positioning) strategy in the context of Party Store's business to enhance competitiveness, improve brand image, and ultimately drive sales growth in the increasingly dynamic party supplies market.

Research Methods

Population and Sample

The population in this study is all potential Party Store consumers who have purchased Party Store products. Considering the large population and the unknown number, this study uses the Lemeshow formula to determine the sample size (Ani et al, 2021). With a confidence level of 95 and a margin of error of 5, the sample size is 96 samples. The sampling technique used in this study is purposive sampling, where sample members are selected based on specific criteria. The criteria used in this study are Party Store consumers who have made at least three purchases of Party Store products.

Data Collection

Data collection was conducted using a questionnaire distributed to Party Store consumers, covering geographical, demographic, psychographic, and consumer behavior characteristics. In collecting data, the first step was to prepare a questionnaire consisting of a series of questions related to geographical, demographic, psychographic, and consumer behavior characteristics. The questionnaire was then distributed offline through physically printed questionnaires distributed at the Party Store physical store to consumers who made purchases or were willing to complete the survey. This survey will be conducted over two months from February to March 2025, to provide sufficient time for consumers to complete the questionnaire and for researchers to collect adequate data. After the data collection process is complete, the data obtained will be analyzed to determine Segmentation, Targeting, and Positioning.

Data Analysis Methods

Determination of Segmentation

Segmentation is determined through Two-Step Cluster and K-Means Cluster analysis using SPSS software. The Two-Step Cluster method itself is designed to manage data consisting of continuous and categorical variables, as well as to help determine the most optimal number of clusters using the Bayesian Information Criterion (BIC) indicator (Sumiati et al., 2021). Meanwhile, K-Means Cluster Analysis is a technique in cluster analysis used to divide a number of objects into one or more groups based on similar characteristics, so that objects with similar characteristics will be grouped into the same

cluster, while objects with different characteristics will be placed in other clusters (Sari & Sukestiyarno, 2021). The segmentation process is carried out through several stages, namely: (1) Entering survey data into SPSS software, (2) Analyzing data using the Two-Step Cluster method with a log-likelihood distance approach, (3) Determining the most optimal number of clusters based on the Auto-Clustering table by considering the highest value in the Ratio of Distance Measure and the BIC value, and (4) Applying the K -Means Cluster method with the number of clusters determined from the Two-Step Cluster results using SPSS

Target Selection

After the consumer segments have been identified, the next step is to determine which segments will be targeted as the primary market. Target selection is based on the size and market potential of each formed segment. Segments with the lowest percentage of respondents will be excluded, while segments with a larger number of respondents and higher market potential will be selected as the primary target.

Positioning Determination

Positioning is determined based on the market segment selected as the primary target, namely the segment with the largest market potential and characteristics most aligned with the products offered by Party Store. This positioning process is based on the responses collected through the questionnaire. By understanding these factors, Party Store will determine the appropriate market position and build an image consistent with the expectations of the targeted consumer segment.

Results and Discussion

Respondent Characteristics

The general description of respondents explains the characteristics of respondents based on geographical, demographic, psychographic, and consumer behavior characteristics regarding Party Store consumers.

Table 1 shows that respondents come from the Pedurungan sub-district and its surroundings, indicating that the geographical reach of Party Store is still local, especially since most respondents come from the Pedurungan sub-district, where the Party Store is located.

Table 1. Geographic Characteristics

Geographic Characteristics		Total Responses	%
Domicile	Pedurungan	54	56
	Gayamsari	13	14
	Semarang Timur	11	11
	Genuk	10	10
	Semarang Selatan	4	4
	Tembalang	4	4

Table 2 shows that the respondents are predominantly female, with the majority being young adults (17–25 years old), mostly students or college students, with a high school or vocational school education, and an income level of Rp3,000,000 –

Rp7,000,000. This is important in determining the primary target market (core market). For example, a suitable marketing strategy for young women with medium incomes in directing marketing communication is that they are of productive age and socially active and tend to prefer sharing moments on social media. Additionally, the use of colors, communication style, and product visuals can be adjusted to be more appealing to young women. Table 2 also shows that the majority of respondents are Protestant, which could present an opportunity to align decorative products with religious celebrations such as Christmas and Easter.

Table 2. Demographic Characteristics

Demographic Characteristics		Total Responses	%
Gender	Women	67	70
	Man	29	30
Age	Under 17 years old	26	27
	17-25 years old	37	39
	26-34 years old	27	28
	Over 34 34 years old	6	6
Job	Student	49	51
	Private Employee	33	34
	Entrepreneurship	10	10
	Civil Servant	2	2
	Others	2	2
Latest Education	Elementary School	2	2
	Junior High School	26	27
	Senior High School	37	39
	Bachelor's degree (S1)	31	32
Religion	Protestant	53	55
	Catholic	21	22
	Islam	20	21
	Buddha	1	1
	Confucian	1	1
Monthly Income	< Rp3,000,000	14	15
	Rp3,000,000 - Rp5,000,000	34	35
	Rp5,000,000 - Rp7,000,000	30	31
	>Rp7,000,000	18	19

Table 3 shows that respondents spend much of their time engaging in hobbies, using social media, and gathering with friends or family. This indicates an active lifestyle and openness to party activities. The primary motivation for most respondents in celebrating parties is to commemorate special moments and create beautiful memories. This emphasizes the importance of emotional and personal aspects in a party celebration. Most respondents use decorations and strongly agree that decorations can enhance the party atmosphere. This means that decorations are an essential element of a party and not

just an accessory. Therefore, the responses from respondents regarding psychographic characteristics can help strengthen the emotional appeal in marketing. For example, creating a tagline or slogan like “Create unforgettable memories with decorations from Party Store.”

Table 3. Psychographic Characteristics

	Psychographic Characteristics	Total Responses	%
Free Time Allocation	Doing hobbies	33	34
	Playing on social media	23	24
	Getting together with friends or family	18	19
	Making time to relax	17	18
	Making schedules and plans	5	5
Reasons for Holding a Party	Celebrating special moments	31	32
	Creating beautiful memories	28	29
	Enjoying gatherings with many people	20	21
	Enjoying organizing events	9	9
	Updating stories on social Media	8	8
Use of Party Decorations	Use a lot	25	26
	Use	60	63
	Rarely use	9	9
	Don't use much	2	2
Decorations Enhance the Atmosphere	Strongly agree	72	75
	Agree	20	21
	Neutral	4	4

Table 4 shows that most respondents really enjoy hosting parties. This indicates an active market, not a passive one. Party Store can also use this to determine the frequency of potential purchases. Consumers who really enjoy parties are likely to have high repeat purchase rates. Some respondents have specific decoration preferences, while others prefer disposable products. This indicates a need for product diversification. Most respondents are willing to allocate a special budget for party decorations. This can be used as a basis for creating product packages with various price levels. Additionally, although some respondents are environmentally conscious, many are not particularly concerned. This indicates that environmental issues are not yet a primary factor in purchasing party decorations.

Table 4. Characteristics of Consumer Behavior

	Characteristics of Consumer Behavior	Total Responses	%
Level of Enjoyment at the Party	Really like	49	51
	Like	38	40
	Somewhat like	9	9
Preferred Type of Decoration	Yes, I have specific preferences	35	36
	No, I don't have any preference	29	30
	I prefer disposable party decorations	26	27
	I prefer reusable party decorations	6	6
	Strongly agree	16	17

Formulation of Segmentation, Targeting, and Positioning Strategies to Improve Sales Performance at Party Store

Special Party Decoration Budget	Agree	51	53
	Neutral	17	18
	Disagree	12	13
Eco-friendly decoration preferences	Strongly agree	8	8
	Agree	46	48
	Neutral	7	7
	Disagree	35	36

Segmentation, Targeting, Positioning (STP)

Segmentation

Figure 1 shows the results of calculating the optimal number of clusters using TwoStep Cluster analysis in SPSS, which indicates that the data is grouped into two clusters. This is supported by a Ratio of Distance Measure value of 2.243 and a Bayesian Information Criterion (BIC) value of 1114.446, as shown in Figure 2.

Algorithm	TwoStep
Inputs	15
Clusters	2

Figure 1. Model Summary

Number of Clusters	Schwarz's Bayesian Criterion (BIC)	BIC Change ^a	Ratio of BIC Changes ^b	Ratio of Distance Measures ^c
1	1127.543			
2	1117.446	-10.097	1.000	2.243
3	1188.822	71.376	-7.069	1.170
4	1269.702	80.880	-8.010	1.484
5	1368.868	99.166	-9.821	1.130
6	1472.392	103.524	-10.253	1.116
7	1579.393	107.001	-10.597	1.116
8	1689.500	110.107	-10.905	1.021
9	1800.166	110.666	-10.960	1.014
10	1911.186	111.020	-10.995	1.081
11	2024.137	112.951	-11.187	1.305
12	2142.688	118.551	-11.741	1.001
13	2261.252	118.564	-11.743	1.174
14	2382.542	121.290	-12.013	1.007
15	2503.945	121.402	-12.024	1.151

Figure 2. Auto-Clustering Results

Table 5 shows the Party Store consumer segmentation obtained from data processed using SPSS with K-Mean Cluster analysis, which produced two segments

based on geographical, demographic, psychographic, and consumer behavior characteristics. Based on Table 6, this can be described as follows:

Segment 1 - Influencers

This segment consists of young individuals aged between 17 and 25 years old, most of whom are still students. They generally have a high school/vocational school education background and a monthly income in the range of 3 to 5 million rupiah. The main characteristic of this segment is their motivation to host parties, which is more focused on the desire to share moments through social media, such as updating stories or other posts. They do not yet have specific preferences for party decorations but are willing to allocate a special budget to create a pleasant atmosphere. Their attitude toward environmentally friendly issues in decorations tends to be neutral. This segment, labeled as influencers, reflects a lifestyle focused on self-expression, socializing, digital extension, and building an online image.

Segment 2 - Achiever

The second segment consists of more mature individuals, aged 26 to 34, who generally work as private employees. Their highest level of education is typically a bachelor's degree (S1), with a monthly income ranging from 5 to 7 million rupiah. Unlike the Starter segment, this group views parties as a way to celebrate important moments, such as birthdays or personal achievements. Although they also do not show a strong preference for specific decorations, they are willing to allocate a special budget for decorations that can enhance the party atmosphere. They express a preference for party activities but maintain a rational approach in selecting visual elements. Their preference for eco-friendly decorations is neutral. This segment is labeled "Achiever" as it represents individuals who are stable, goal-oriented, mature, and value personal achievements through celebrations.

Table 5. Party Store Consumer Segmentation

Variable	Segment	
	1	2
Domicile	Gayamsari	Gayamsari
Gender	Women	Women
Age	17-25 years old	26-34 years old
Job	Student	Private Employee
Latest Education	Senior High School	Bachelor's degree (S1)
Religion	Protestant	Protestant
Monthly Income	3-5 million	5-7 million
Allocation of Free Time	Making time to relax	Doing hobbies
Reasons for Holding a Party	Update stories on social media	Celebrating special moments
Use of Decorations	Use	Use
Decorations Enhance the Atmosphere	Strongly agree	Strongly agree
Level of Enjoyment at the Party	Like	Like
Preferred Type of Decoration	No preference	No preference
Special Budget	Agree	Agree
Environmentally Friendly Preferences	Netral	Netral

Total members	46	50
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Targeting

Based on the segmentation results, two main consumer segments of Party Store were identified, namely Influencers and Achievers. When looking at the number of members in each segment, which are 46 and 50 respectively, there is no significant difference or they have almost the same number, so both segments have the potential to be targeted segments. Additionally, the segmentation results show that both segments exhibit consumer behavior characteristics relevant to party decoration product offerings, but they differ in terms of motivational orientation and lifestyle.

Influencers and Achievers were selected as target markets because both demonstrate strong market potential. The Influencer segment consists of young people who are active on social media and tend to be spontaneous and emotional. They are important for increasing brand exposure and virality. Meanwhile, the Achiever segment consists of more mature and stable consumers with higher purchasing power and the potential for long-term loyalty. They are important for consistent revenue and upselling high-value products. Establishing these two segments is an appropriate strategy because each segment represents complementary strategic aspects. The Influencer segment contributes to short-term growth through increased brand awareness and high consumer engagement, while the Achiever segment supports long-term stability through high-value and repeat purchasing patterns.

Considering the potential economic value and sustainability of long-term relationships, the chosen targeting strategy is a differentiated targeting approach, which involves developing distinct marketing strategies for each segment (Raharjo et al., 2025). This approach allows Party Store to tailor messages, communication channels, and product features to align with the unique characteristics of each consumer group.

Positioning

For the Influencer segment, which consists of young people who are active on social media and have a dynamic lifestyle, the positioning that can be developed is as a “provider of complete and trendy party accessories to look attractive on social media.” This approach emphasizes visual aspects, trends, and experiences that can be shared on social media, in line with the digital lifestyle promoted by this segment. Communication strategies can focus on social media, collaborations with micro-influencers, and interactive campaigns highlighting user-generated visual content, as well as leveraging social media platforms to enhance brand engagement. This approach aligns with the findings of Chen et al (2024), who state that micro-influencers have an advantage in reaching a more specific audience and building high trust through authentic and consistent content.

Meanwhile, for the Achiever segment, which consists of more mature and professional consumers, the positioning that can be developed is “A provider of practical party accessories for celebrating special moments.” This positioning highlights reliability, quality, and the suitability of decorations for meaningful moments. Marketing

strategies can focus on a more personalized approach, such as thematic catalog marketing and personal consultations in decoration planning. This approach aligns with the findings of Chhabria et al (2023), which show that personalized marketing significantly increases customer satisfaction and loyalty. By understanding individual preferences and offering tailored solutions, companies can create more relevant and satisfying experiences for consumers.

Conclusion

This study aims to determine a Segmenting, Targeting, and Positioning (STP) strategy that is useful for increasing sales at Party Store Semarang, which has experienced a decline in turnover due to increasingly fierce competition. Based on the results of cluster analysis, two main consumer segments were identified: Influencers and Achievers. The Influencer segment consists of young individuals who are active on social media and tend to seek visual experiences to share online, while the Achiever segment comprises more mature, established consumers who view parties as a way to celebrate important moments.

The targeting strategy employed is differentiated targeting, which involves a distinct marketing approach for each segment. For Influencers, the positioning focuses on party accessories that are “trendy and suitable for social media,” while for Achievers, the positioning emphasizes “convenience and practicality of decorations for special moments.” The implementation of this STP strategy is expected to enhance marketing effectiveness, brand appeal, and ultimately increase sales at Party Store.

This study has limitations that need to be considered. First, although geographical segmentation data was obtained through open-ended questions in the questionnaire, the distribution of the questionnaire was limited to consumers who visited the physical Party Store in Semarang. This means the data collected tends to represent local consumers, so the segmentation results may not reflect the preferences of consumers in other regions. For future researchers, it is recommended to expand the distribution of questionnaires online or reach consumers outside the store's area to obtain a more diverse picture of geographic segmentation. Second, this study relied solely on questionnaire data as the primary source, without triangulating data such as consumer behavior observations or in-depth interviews. Therefore, future researchers are advised to combine quantitative and qualitative approaches to strengthen the validity of the results and gain more comprehensive insights.

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