

Analysis of Distribution Channels, Margins, and Distribution Risks at PT. Ahon Janata Haurda

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Abstract: In Indonesia's agroindustry landscape, the soy sauce sector represents a strategically significant commodity that bridges agricultural production and consumer markets across diverse socioeconomic segments. This study analyzes the distribution channels, profit margins, and physical distribution risks of "Kecap Cap Jago" soy sauce, produced by PT. Ahon Janata Haurda, a small-medium household enterprise in Pangandaran, West Java. Employing a descriptive qualitative-quantitative method, data were collected via in-depth interviews with key stakeholders, including company management, retailers, and final consumers. Findings indicate that the enterprise utilizes an intensive distribution system through three distinct channels: direct, one-tier (retailers), and stockists. The producer's profit margin spans 9.52% to 20.00%, while retailers achieve 4.55% to 33.33%. The "Producer's Share" values exceed 66.67% across all measurable variants, suggesting relatively efficient value retention by the producer. Regarding logistics, six physical distribution risks were identified, with fleet limitations and raw material errors constituting the most critical threats. While mitigation efforts exist, systemic improvements in fleet management and raw material verification are required to optimize supply chain stability.

Keywords: Distribution Channels; Producer's Share; Kecap Cap Jago ; Profit Margin; Physical Distribution Risk

INTRODUCTION

The food processing industry, particularly in the soy sauce sector, plays a vital role in Indonesia's agroindustry ecosystem. As a staple condiment consumed across all social strata, soy sauce represents a significant commodity linking agricultural inputs, primarily soybeans and sugar, to end consumers through complex distribution networks. One representative example of such an enterprise is PT. Ahon Janata Haurda, a family-owned soy sauce manufacturer operating under the brand Cap Jago in Pangandaran Regency, West Java, as depicted in Figure 1.



Figure 1. PT. Ahon Janata Haurda (Cap Jago) factory located at Jl. Raya Cibenda Parigi No. 103, Budiasih, Parigi, Pangandaran Regency, West Java.

Founded in 1960 and currently led by its second generation, the company has sustained its market presence for over six decades. Kecap Cap Jago is not merely a commercial product but has become

embedded in the culinary identity of Pangandaran Regency, with several local food vendors citing it as a preferred and trusted condiment. This cultural familiarity makes it a compelling subject for studying distribution efficiency in long-established small and medium enterprises (SMEs) within a local agro-industrial heritage context.

Distribution channel management is a critical determinant of a firm's market penetration and profitability. According to Kotler (1992), marketing channels serve as the economic bridge connecting producers to consumers. Pranata Gama et al. (2015) classify distribution channels into zero-level (direct), one-level (through retailers), two-level (through wholesalers and retailers), and multi-level (involving multiple intermediaries). Each configuration carries distinct implications for marketing costs, consumer pricing, and the producer's share of the final value.

Furthermore, profit margin analysis and Producer's Share calculation have been widely used in agroindustry studies as indicators of distribution efficiency (Suprianto et al., 2021). A high Producer's Share (above 50%) signifies that producers retain a substantial portion of the consumer's payment, indicating minimal value dissipation across intermediaries. Conversely, physical distribution risks, including packaging damage, fleet limitations, and raw material failures, can significantly undermine distribution efficiency and profitability.

Despite its longevity, PT. Ahon Janata Haurda faces structural challenges typical of family-owned SMEs: limited fleet capacity, traditional administrative systems, and exposure to various physical distribution risks. This study aims to systematically analyze these dimensions using primary data collected through in-depth interviews with the company's director, production manager, a key retailer, and an end consumer. To assess the problems, the authors proposed research questions as follows:

- (1) What is the structure of PT. Ahon Janata Haurda's distribution channels?
- (2) What are the profit margins at producer and retailer levels for each product variant?
- (3) What is the Producer's Share for each channel, and does it indicate marketing efficiency?
- (4) What physical distribution risks does the company face, and how effective are current mitigation strategies?

METHODS

This study employs a descriptive qualitative-quantitative method (Nasir, 1999). The qualitative component supports the analysis of distribution channel structure and physical distribution risks, while the quantitative component enables calculation of profit margins and Producer's Share values. Data were collected on June 16, 2026, through structured in-depth interviews at PT. Ahon Janata Haurda's factory (Jl. Raya Cibenda Parigi No. 103, Budiasih, Parigi, Pangandaran, West Java), Toko Grosir Mia, and Mie Ayam Abah.

Informants were selected using purposive sampling based on their direct involvement in the soy sauce distribution chain. Details of the six informants are presented in Table 1. Interview instruments covered distribution channel structure, pricing policies, margin data, and risk management practices.

Table 1. Research Informants

No	Name	Position / Role	Business / Institution	Location
1	Mrs. Siti Hindasah, S.IP	Company Director & 2nd-generation owner	PT. Ahon Janata Haurda	Jl. Raya Cibenda Parigi No. 103, Budiasih, Parigi, Pangandaran
2	Mr. Nuril Anwar	Production & Logistics Manager	PT. Ahon Janata Haurda	Jl. Raya Cibenda Parigi No. 103, Budiasih, Parigi, Pangandaran
3	Mr. Uus Kusnandar	Owner (Retailer)	Toko Grosir Mia	Cikubang, Parigi, Pangandaran

4	Mrs. Neni	Owner (End Consumer)	Mie Ayam Abah	Cikubang, Parigi, Pangandaran
5	Mrs. Lia Herlianti	Owner (End Consumer)	Toko Berkah Abadi	Cintaratu, Parigi, Pangandaran
6	Mr. Iwan	Owner (End Consumer)	Mie Bakso Mang Iwan	Cintaratu, Parigi, Pangandaran

Data analysis follows the framework established by Suprianto et al. (2021): (1) Distribution Channel Analysis, mapping the flow from producer to consumer; (2) Profit Margin Analysis, using $Margin = Pr - COGS$, and $Margin\% = \left(\frac{Pr}{Margin}\right) \times 100\%$ (3) producer's Share, using $FS = \left(\frac{Pf}{Pr}\right) \times 100\%$, where Pf is the producer's price and Pr is the consumer's retail price, with $FS > 50\%$ indicating efficiency; and (4) Physical Distribution Risk Analysis, identifying risks, causes, impacts, probability, mitigation measures, and effectiveness.

RESULTS AND DISCUSSION

Data collection was conducted on June 16, 2026, through direct face-to-face interviews at PT. Ahon Janata Haurda's factory in Parigi, Pangandaran, as well as at Toko Grosir Mia, Toko Berkah Abadi, Mie Bakso Mang Iwan and Mie Ayam Abah. Each informant was interviewed individually using a structured interview guide covering four thematic areas: distribution channel structure, pricing policies, profit margin data, and physical distribution risk management. Field observations were also conducted simultaneously to validate informant responses. The following subsections present the findings organized by research variable.

A. Distribution Channel Analysis

PT. Ahon Janata Haurda operates three concurrent distribution channels, reflecting a deliberately flexible strategy to maximize market coverage.

Channel I (Direct): Producer → End Consumer. The company supplies directly to culinary businesses (e.g., noodle stalls, restaurants) that place orders at the factory. No intermediaries are involved, allowing full price control. One confirmed example is Soto Jarkomi, a local culinary business observed by the research team to actively use Cap Jago soy sauce, and verified to source it directly from the factory, demonstrating genuine brand loyalty within this channel.

Channel II (One-Level Indirect - Dominant): Producer → Retailer/Grocery Store → End Consumer. This is the primary channel. The company delivers products to grocery stores and small retailers on a regular Tuesday schedule. Consumers then purchase from these outlets. End consumer Ibu Neni confirmed purchasing Cap Jago soy sauce at Toko Grosir Mia and Grosir Azzahra.

Channel III (Stockist-Based): Producer → Stockist (Storage Only) → Retailer → End Consumer. For broader geographic coverage (e.g., Pangandaran and Ciamis), the company uses stockists as regional warehouses. Stockists do not distribute actively but hold inventory for retailer pickup.

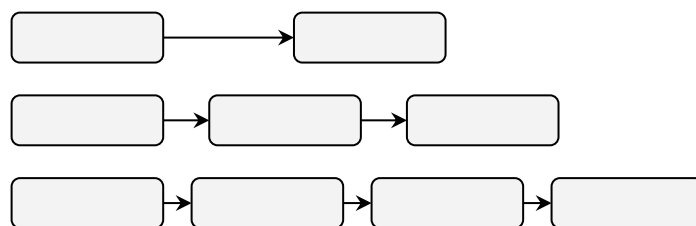


Figure 2. Distribution Channel Structure of PT. Ahon Janata Haurda

Source: Interview data, processed 2026.

The company applies an intensive distribution system, placing products across as many outlets as possible without restrictive selection criteria. This is consistent with the product's nature as a frequently purchased consumer staple. No differential pricing is applied based on buyer type or region, eliminating

potential conflict between distribution tiers. Deliveries use two company-owned vehicles (a pickup truck and a motorcycle), with a frequency of four deliveries per week, each carrying 1,000–1,500 units. Coverage extends to Pangandaran, Ciamis, Garut, and Bandung.

Compared to the three-level distribution system found by Suprianto et al. (2021) in Mataram's processed agro-industry, which involves collectors, retailers, and end consumers, PT. Ahon Janata Haurda's shorter chain reflects a more streamlined and cost-efficient distribution architecture. Retailer Uus Kusnandar confirmed rapid lead times (same-day or next-day delivery), accurate order fulfillment, and no shipping cost imposed on retailers (absorbed by the producer for distances under 200 km). End consumer Ibu Neni reported easy product availability and consistent quality, validating effective channel penetration.

B. Profit Margin Analysis

Cost of Goods Sold and selling prices were obtained directly from the company director. Table 2 presents the pricing structure across all product variants.

Table 2. Price Structure from Producer to End Consumer

No	Product Variant	COGS (Rp)	Selling Price (Rp)
1	Pouch Green 300 ml	14.000	16.000
2	Bottle PET 275 ml	17.000	19.000
3	Pouch Orange 500 ml	19.000	21.000
4	Glass Bottle 625 ml	19.000	21.000
5	Sachet	800	1.000
6	Jerrykan (bulk)	230.000	250.000

Source: Interview data, processed 2026.

A notable pattern emerges from Table 3: PT. Ahon Janata Haurda applies a uniform nominal margin of Rp 2,000 per unit across four mid-to-large variants (275 ml – 625 ml), despite their differing COGS values. This pricing behavior is consistent with the price point simplification strategy commonly adopted by Fast-Moving Consumer Goods (FMCG) producers in price-sensitive markets (Kotler, 1992). By anchoring all variants to the same absolute margin, the company reduces cognitive complexity for both distributors and consumers, a tactic particularly effective for staple condiments where purchase decisions are habitual rather than deliberative.

Furthermore, this flat-margin approach may be interpreted as volume-oriented pricing: prioritizing shelf availability and distribution breadth over maximizing per-unit profitability. For an SME such as PT. Ahon Janata Haurda, keeping prices predictable and accessible can serve as a competitive strategy, though this interpretation requires further empirical validation. However, this strategy carries a structural risk, as raw material costs (particularly sugar) fluctuate, a fixed nominal margin directly compresses the percentage margin, as evidenced by the lower margin rate on higher-priced variants (9.52% for 625 ml vs. 20.00% for sachet). This suggests the need for a cost-indexed pricing review to maintain margin sustainability amid input price volatility.

B.1 Producer Profit Margins

Using the formula $Margin = Pr - COGS$ and $Margin\% = \left(\frac{Pr}{Margin} \right) \times 100\%$

Table 3. Producer Profit Margin per Product Variant

No	Product Variant	COGS (Rp)	Selling Price (Rp)	Margin (Rp)	% Margin
1	Pouch Green 300 ml	14.000	16.000	2.000	12,50%
2	Bottle PET 275 ml	17.000	19.000	2.000	10,53%
3	Pouch Orange 500 ml	19.000	21.000	2.000	9,52%

4	Glass Bottle 625 ml	19.000	21.000	2.000	9,52%
5	Sachet	800	1.000	200	20,00%
6	Jerrycan (bulk)	230.000	250.000	20.000	8,00%

Source: Interview data, processed 2026.

The sachet achieves the highest percentage margin (20.00%), while the jerrycan records the lowest at just 8.00% (Margin = Rp 250,000 – Rp 230,000 = Rp 20,000). This inverse relationship between product size and percentage margin reveals a deliberate volume-over-profitability trade-off: bulk formats such as the jerrycan are priced to attract industrial and catering buyers through competitive unit economics, sacrificing margin rate in exchange for large-volume orders. Conversely, the sachet's high margin percentage reflects the premium of convenience packaging, small-unit buyers in price-sensitive warung settings are less responsive to per-unit cost comparisons.

Most strikingly, the four mid-range variants (275 ml–625 ml) share an identical nominal margin of Rp 2,000 per unit, despite carrying different COGS values. This signals a flat-margin pricing architecture a common FMCG strategy that prioritizes price transparency and distributor simplicity over cost-differentiated precision (Kotler, 1992). While administratively efficient, this approach structurally compresses percentage margins as COGS rises: from 12.50% (Pouch 300 ml) down to 9.52% (Glass Bottle 625 ml). In a context where sugar prices have increased twice within the past year, maintaining fixed nominal margins effectively absorbs cost shocks entirely at the producer level, a risk that warrants a cost-indexed pricing review going forward.

B.2 Retailer Profit Margins

Data from Toko Grosir Mia & Berkah Abadi reveals that the retailer's purchase price equals the producer's selling price, confirming no wholesale intermediary layer.

Table 4. Retailer I Profit Margin per Product Variant (Toko Grosir Mia)

No.	Product Variant	Purchase Price (Rp)	Retail Price (Rp)	Margin (Rp)	% Margin
1	Pouch Green 300 ml	16.000	18.000	2.000	11,11%
2	Bottle PET 275 ml	19.000	21.000	2.000	9,52%
3	Pouch Orange 500 ml	21.000	23.000	2.000	8,70%
4	Glass Bottle 625 ml	21.000	23.000	2.000	8,70%
5	Sachet	1.000	1.500	500	33,33%
6	Jerrycan (bulk)	N/A	N/A	N/A	N/A

Source: Interview data, processed 2026.

Table 5. Retailer II Profit Margin per Product Variant (Toko Berkah Abadi)

No.	Product Variant	Purchase Price (Rp)	Retail Price (Rp)	Margin	% Margin
1	Pouch Green 300 ml	16.000	18.000	2.000	11,11%
2	Bottle PET 275 ml	19.000	21.000	2.000	9,52%
3	Pouch Orange 500 ml	21.000	23.000	2.000	8,70%
4	Glass Bottle 625 ml	21.000	22.000	1.000	4,55%
5	Sachet	1.000	1.500	500	33,33%
6	Jerrycan (bulk)	N/A	N/A	N/A	N/A

Source: Interview data, processed 2026.

Retailer margins mirror the producer pattern: the sachet yields the highest percentage margin (33.33%), while larger-volume products yield thinner margins (4.55%–11.11%). Notably, Table 6 reveals that Toko Berkah Abadi prices the Glass Bottle 625 ml at Rp 22,000 — Rp 1,000 lower than Toko Grosir Mia (Rp 23,000) reflecting retailer-level pricing autonomy within the same supply chain.

Despite competitors offering bulk discount incentives, both retailers consistently choose Cap Jago. This behavior is analytically explained by three factors. First, base price advantage: Cap Jago's lower purchase price effectively functions as a permanent, structural discount, whereas competitor promotions are periodic and conditional on minimum purchase volumes that may not suit small retailers. Second, operational reliability: Cap Jago provides free delivery, same-day lead times, and a guaranteed 1:1 return policy, reducing inventory risk and transaction costs that promotional incentives from competitors do not offset. Third, consumer pull in the local market: Cap Jago's six-decade presence in Pangandaran appears to have fostered habitual purchasing behavior among local consumers, as observed during field interviews. Retailers reported continued demand for the product despite price increases. The two price increases within the past year (Rp 18,000 → Rp 21,000 for glass bottles) were transmitted to retail prices without reported retailer resistance, though the factors driving consumer demand warrant further systematic investigation.

Table 6. Summary of Purchase Price, Selling Price, and Margin for Product Variant

No	Product Variant	Purchase Price (Rp)	Selling Price (Rp)	Margin (Rp)	% Margin
1	Pouch Green 300 ml				
	- Producer	14.000	16.000	2.000	12,5%
	- Retailer I	16.000	18.000	2.000	11,1%
	- Retailer II	16.000	18.000	2.000	11,1%
2	Bottle PET 275 ml				
	- Producer	17.000	19.000	3.000	10,5%
	- Retailer I	19.000	21.000	2.000	9,5%
	- Retailer II	19.000	21.000	2.000	9,5%
3	Pouch Orange 500 ml				
	- Producer	19.000	21.000	2.000	9,5%
	- Retailer I	21.000	23.000	2.000	8,7%
	- Retailer II	21.000	23.000	2.000	8,7%
4	Glass Bottle 625 ml				
	- Producer	19.000	21.000	2.000	9,5%
	- Retailer I	21.000	23.000	2.000	8,7%
	- Retailer II	21.000	22.000	1.000	4,5%
5	Sachet				
	- Producer	800	1.000	200	20%
	- Retailer I	1.000	1.500	500	33,3%
	- Retailer II	1.000	1.500	500	33,3%
6	Jerrykan (bulk)				
	- Producer	230.000	280.000	50.000	8,00%

Source: Interview data, processed 2026.

A notable exception is observed in the Glass Bottle 625 ml variant, where Retailer I and Retailer II share the same purchase price (Rp 21,000) yet apply different selling prices, Rp 23,000 and Rp 22,000, respectively, resulting in a margin gap of Rp 1,000 (8.7% vs. 4.5%). Unlike other product variants where retail selling prices remain consistent across both retailers, this discrepancy indicates that pricing at the retail level is not uniformly controlled by the producer, allowing individual retailers to independently determine their own selling prices.

This pricing difference may be attributed to varying local market conditions, such as differences in competitor density, consumer price sensitivity, or each retailer's strategic preference between maximizing margin and accelerating sales volume. This finding highlights the absence of a standardized retail price enforcement mechanism within Channel II, which may pose a risk to price consistency and brand perception across different retail points of sale.

C. Producer's Share (PS) Analysis

Producer's Share (FS) was calculated for Channel II (Indirect) using $FS = \left(\frac{Pf}{Pr}\right) \times 100\%$ where Pf is the producer's selling price and Pr is the retail price paid by the end consumer. Data for the jerry can variant are unavailable as the surveyed retailer does not stock this product.

Table 7. Producer's Share by Product Variant (Channel II)

No.	Product Variant	Pf	Pr	FS
1	Pouch Green 300 ml	16.000	18.000	88,89%
2	Bottle PET 275 ml	19.000	21.000	90,48%
3	Pouch Orange 500 ml	21.000	23.000	91,30%
4	Glass Bottle 625 ml (mean)	21.000	22.500	93,33%
5	Sachet	1.000	1.500	66,67%
6	Jerry can (bulk)	N/A	N/A	N/A

Source: Interview data, processed 2026.

All computable variants exceed the 50% efficiency threshold, with PS values ranging from 66.67% (sachet) to 93.33% (glass bottle 625 ml). Following the efficiency criterion established by Suprianto et al. (2021), wherein a PS value exceeding 50% indicates a relatively efficient marketing system, these results suggest that all measurable channels perform efficiently in terms of producer value retention. This demonstrates that producers retain a substantial majority of the value added, though PS alone does not capture all dimensions of distribution efficiency such as service costs or consumer accessibility. These results substantially outperform those reported by Suprianto et al. (2021) for multi-level agroindustry distribution in Mataram, where FS values ranged from 57.15% to 88.89% across channels involving additional collector intermediaries.

The high FS is attributable to three structural factors: (1) the absence of a wholesale/collector layer; (2) the company's policy of absorbing shipping costs for retailers within 200 km; and (3) a thin but stable retailer margin of Rp 2,000 per unit. Together, these factors minimize value dissipation across the chain. The sachet's lower FS (66.67%) reflects a higher relative retailer markup (50% above purchase price), suggesting that sachet products may command greater price elasticity at the retail level.

For the direct channel (Channel I), FS = 100%, as producers receive the full consumer payment. This is the most financially advantageous channel for the producer but limited in geographic reach and only suitable for high-volume buyers.

D. Physical Distribution Risk Analysis

Based on interviews with Siti Hindasah (director) and Nuril Anwar (production manager), six primary physical distribution risks were identified. Figure 3 provides a systematic risk matrix. Risk probability ratings (Low/Medium/High) were assigned based on interview-reported frequency of occurrence as described by the company director and production manager. Impact severity ratings reflect the financial and operational consequences as estimated by the same informants. This qualitative risk-scoring approach is consistent with methods used in SME distribution risk studies (Ballou, 2004), though the subjective nature of ratings should be noted as a study limitation.

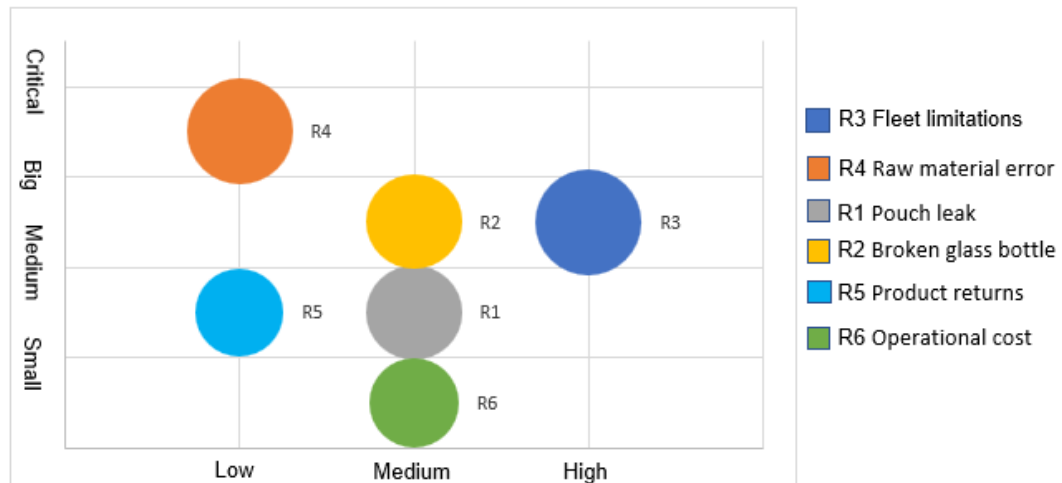


Figure 3. Physical Distribution Risk Matrix of Kecap Cap Jago (PT. Ahon Janata Haurda)

Source: Interview data, processed 2026.

The most operationally critical risk is R3 (fleet limitations), given its high probability and structural nature. With 4 deliveries per week averaging 1,000–1,500 units and demand occasionally surpassing 2,000 units per trip, the current two-vehicle fleet represents a binding constraint on growth. The most financially damaging historical risk was R4 (raw material error), which resulted in the withdrawal of approximately 10,000 bottles. This underscores the systemic vulnerability of relying on informal supplier relationships without documented quality assurance protocols.

Risks R1 (pouch leakage) and R2 (Broken glass bottle) are the most frequently discussed in physical logistics literature (Ballou, 2004) and are well-addressed by the company's packaging and handling practices. The company's compliance with BPOM (Food and Drug Control Agency) standards provides a regulatory framework that structures product recall and disposal procedures. Retailer Uus Kusnandar reported zero instances of receiving damaged products, and end consumer Ibu Neni reported consistent product quality validating the effectiveness of implemented risk controls at the downstream level.

Addressing the research question on physical distribution risks, the findings confirm that PT. Ahon Janata Haurda faces six identifiable risks of varying severity. Fleet capacity constraint (R3) represents the most operationally urgent threat due to its high probability and structural nature, while raw material substitution error (R4) constitutes the most financially damaging historical risk despite its low frequency. Together, these two risks account for the majority of potential revenue loss and supply chain disruption, directly undermining distribution efficiency and the company's ability to sustain the high Producer's Share values identified in Section C.

To minimize these risks, three priority actions are recommended: (1) fleet expansion or third-party logistics partnerships to resolve the structural delivery bottleneck; (2) formalized raw material verification protocols and supplier certification to prevent recurrence of the sugar substitution incident; and (3) standardized digital inventory tracking to replace the current manual nota system, enabling early detection of stock anomalies before they escalate into distribution failures. Implementation of these measures would strengthen the company's physical distribution resilience while preserving its competitive advantage of rapid, cost-free delivery to retail partners.

CONCLUSION

This study demonstrates that PT. Ahon Janata Haurda operates an efficient, short-chain distribution system anchored by a direct delivery model that eliminates traditional collector/wholesaler layers. Three key conclusions emerge: First, the company employs three distribution channels (direct, one-level indirect, and stockist-based) under an intensive distribution system with uniform pricing. The dominant Channel II (producer → retailer → consumer) delivers competitive lead times and high service reliability, as confirmed by retailer and consumer informants. Second, producer profit margins range from 9.52% to 20.00%, and retailer margins from 4.55% to 33.33%, with the sachet variant achieving the highest

percentage margins for both parties. The uniform Rp 2,000 nominal margin for most mid-to-large variants represents a simplified but potentially suboptimal pricing structure. Third, all computable Producer's Share values exceed 66.67% well above the 50% efficiency benchmark indicating a highly efficient marketing system that retains substantial value for the producer. This efficiency is structurally enabled by the short channel, absorbed shipping costs, and thin but consistent retailer margins. However, two structural vulnerabilities require urgent attention: (1) the fleet capacity constraint, which limits scalable distribution growth; and (2) inadequate raw material verification protocols, which expose the company to catastrophic product recall events. Addressing these through fleet investment and formal supplier QC agreements will be critical for PT. Ahon Janata Haurda's sustainable growth.

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