

## MARKETING STRATEGY FOR MICRO SMALL TO MEDIUM ENTERPRISES AT 777 SWEET FRUIT SHOPS IN GOWA DISTRICT

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### Abstract

*The growth of MSMEs is increasingly widespread, especially the 777 fruit sweet shop business which markets various kinds of fruit, both local and imported. In the current era, MSME players should be able to utilize digital media to market their products so that consumers become more familiar with the products produced by these MSMEs. This research aims to determine the marketing strategy carried out by the 777 fruit sweet shop business to increase sales. This research is descriptive research using a qualitative approach. The informant was determined deliberately, namely the business owner of Sweet Fruit Shop 777. The data collection procedures used in the research included observation, interviews, and documentation. The data obtained was analyzed using SWOT analysis. Based on the research results, show that the strategy implemented by the 777 fruit sweet shop business in Gowa Regency, South Sulawesi Province is in quadrant one, namely Aggressive (growth-oriented strategy), which is a very profitable situation with implementation through Marketing Strategy. The coordinates of point x are the coordinates of the IFAS strategy with a coordinate point of 2.83, while the coordinates of point y are the coordinates of the EFAS strategy with a coordinate point of 2.07. The strategy that needs to be improved in fruit marketing is to make maximum use of digital marketing to reach a wider market.*

**Keywords:** *Sweet fruit shop 777, Marketing Strategy, SWOT Analysis, MSMEs.*

### 1. INTRODUCTION (TNR, 11 Bold)

Micro, Small, and Medium Enterprises (MSMEs) are an important part of the economy of a country or region, including Indonesia (Elwisam, 2019). The development of the Small and Medium Enterprises (MSME) sector provides its meaning in efforts to increase economic growth and in efforts to reduce a country's poverty rate (Hijeriah, 2023). According to data from the Ministry of Cooperatives, Small and Medium Enterprises (KUKM) in 2018, the number of MSMEs was 64.2 million or 99.99% of the number of business actors in Indonesia. The workforce absorption capacity of MSMEs is 117 million workers or 97% of the workforce absorption capacity of the business world. Meanwhile, the contribution of MSMEs to the national economy (GDP) was 61.1%, and the remaining 38.9% was contributed by large business actors, whose number was only 5,550 or 0.01% of the total number of business actors. MSMEs are dominated by micro business actors, numbering 98.68% with a labor absorption capacity of around 89%. Meanwhile, the contribution of micro businesses to GDP is only around 37.8%.

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Based on data from the South Sulawesi Province Department of Cooperatives and MSMEs, in 2019 there were more than 940 thousand business units recorded, then to around 1.2 million in 2020, and the number increased again to 1.5 million business units in 2021. However, The problem is that business actors are minimally technologically literate. In 2019, as many as 5% of MSMEs in Indonesia went digital. So, to face the technology-based industrial revolution 4.0 era, development is needed to absorb the 95% of MSMEs that have not yet gone digital (Najib et al., 2024).

In the current era, MSME players should be able to utilize digital media to market their products so that consumers become more familiar with the products produced by these MSMEs (Wahyudi et al., 2023). MSMEs that have online access, are involved in social media, and develop their e-commerce capabilities, will usually enjoy significant business benefits both in terms of income, job opportunities, innovation, and competitiveness. However, there are still many MSMEs that have not implemented information technology, especially using digital media. Digital marketing can help business actors promote and market their products and services and can expand new markets that were previously closed or limited due to limitations in time, distance, and communication methods (Pratiwi et al., 2022).

The increasing number of internet users is certainly an opportunity for business owners to be able to use it for potential sales. With the internet, promotions can be carried out more effectively and efficiently (Husayn et al., 2022), for this reason, various small to large business activities can take advantage of this digital development to run their business, including selling fruit by the 777 fruit sweet shop. Conventional marketing systems are still used by some business owners. , has not fully provided the fastest service to potential consumers. Some of the weaknesses that occur when transactions using conventional marketing, for example, it still takes time, and you have to bring together sellers and buyers, can of course be overcome by marketing via the internet or digital marketing.

Previous research on MSME marketing strategies has been carried out, including: (Teguh Setiawan Wibowo & Dwi Bhakti Iriantini, 2022); (Ratnadianti et al., 2020); (Yusup & Ramdani, 2022); (Kadarisman, 2019); (Bintari et al., 2021). This research generally discusses marketing strategies in the culinary and snack sector, however, research discussing marketing strategies for micro, small, and medium enterprises in the fruit sales business is still limited. Marketing strategy is one of the most important things in running a business, whether it is a new business opportunity or a business that has been started for a long time, whether a small business or a business that has developed, everything needs a strategy. Every business actor has his way of developing his business (Anwar et al., 2023).

Sweet Fruit Shop 777 is a shop that sells various kinds of fruit. In its marketing, it has implemented digital media Instagram, WhatsApp, and Grab, as business development to increase income. The use of this digital platform began in 2021 with the development of Covid-19, so that the Sweet Buah 777 shop began to be known by the wider community, especially in the South Sulawesi area. Even though marketing has utilized digital platforms, they have not been used optimally. Therefore, this research aims to determine the marketing strategy implemented by the 777 fruit sweet shop in Gowa Regency, South Sulawesi.

## 2. RESEARCH METHOD

This research was conducted at the Sweet Buah 777 shop located in Gowa Regency, South Sulawesi Province. This research was carried out for 3 months, namely July–September 2023.

The use of research data includes primary and secondary data. Primary data was obtained from direct observation, discussions, filling out questionnaires, and in-depth interviews with internal company parties consisting of the business owner, and 2 workers who serve consumers. Data collection was carried out by giving questionnaires to consumers using the accidental sampling method. The accidental sampling method is an accidental determination of respondents who happened to meet them at that time. This is in line with the opinion of Sugiyono (2011) who states that accidental sampling is a method that takes respondents as samples based on chance. Qualitative data analysis is used to determine the company's internal environment in the form of strengths and weaknesses and the external environment in the form of opportunities and threats. The data analysis used in this research uses the SWOT analysis technique with a qualitative approach based on Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is used to answer the problems in this research (Rangkuti, 2016).

Analysis of the three stages of strategy formulation to determine the right strategy through several stages, namely the input stage, matching stage, and decision stage. The input stage consists of preparing the IFE matrix and EFE matrix, the matching stage consists of preparing the SWOT matrix, and the decision stage consists of preparing the QSP matrix. At the input stage, an analysis of the company's internal and external environment is carried out. Internal analysis is carried out to determine the company's strengths and weaknesses, while external environmental analysis is carried out to determine the company's opportunities and threats. The results of the analysis are entered into the IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) matrices. The next stage of matching is to match strengths and weaknesses with opportunities and threats. The matching stage is carried out using an analysis tool, namely the SWOT matrix.

SWOT Matrix After giving weights and ratings, the strategic factors in increasing sales of Toko Manis Buah 777 are compiled into a SWOT matrix which can clearly describe the external opportunities and threats faced by the four cells of possible alternative strategies that can be produced (Marhawati et al., 2023)

- a. SO (Strength-Opportunities) strategy, namely utilizing all strengths to seize and exploit maximum opportunities.
- b. ST (Strengths-Threats) strategy, namely using existing strengths to overcome threats.
- c. WO (Weaknesses-Opportunities) strategy, namely utilizing existing opportunities by minimizing existing weaknesses.
- d. WT (Weaknesses-Threats) strategy, namely activities that are defensive and try to minimize existing weaknesses and avoid threats.

The final stage or decision stage, at this stage several strategies obtained from the decision stage will be analyzed using the QSP matrix.

## 3. RESULTS AND DISCUSSION

Sweet Fruit Shop 777 was founded in 2019. Starting from the shop owner, he was an entrepreneur in several business fields, one of which was fruit. Toko Manis Buah 777 is a business that sells and supplies local and imported fruit in several fruit shops in Makassar such as Carrefour, Lotte Mart, Plaza Buah, and Segar Buah. At the beginning of 2021, when the COVID-19 disease broke out, the owner of the sweet fruit shop 777 started using digital platforms to market his fruit.

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**3.1. Internal Factor Analysis**

Identify internal factors in the 777 fruit sweet shop business, namely:

**Strength**

- a) Selling local and imported fruit  
Sweet Fruit Shop 777 sells various kinds of fruit, both local and imported, so consumers can make choices.
- b) The price of fruit is relatively affordable.  
The fruit offered by the 777 Fruit Sweet Shop Business has varied and relatively affordable prices according to the type of fruit and its quality.
- c) Provide good service  
Good and honest service at the 777 sweet fruit shop is providing correct information to customers about the condition of the fruit being sold, not covering up deficiencies in the products to be marketed.
- d) Give consumers discounts.  
Having discounts attracts consumers, with certain purchasing targets will attract consumers to buy products regularly, and will provide greater opportunities to become regular customers.
- e) Utilize digital media in marketing  
Running a business by utilizing increasingly developing digital media is a way to improve a business, so at the 777 sweet fruit shop, they do marketing via social media and digital platforms.

**Weakness**

- a) Not making optimal use of digital platforms  
The 777 Sweet Fruit Shop business has not made maximum use of digital marketing, and promotions using social media are not carried out routinely.
- b) There are no admin staff available to manage digital media  
Human resources are needed in running a business until now the 777 Sweet Fruit Shop Business does not have a permanent admin as a digital media manager.
- c) Different fruit resistance  
The durability of each type of fruit is different so more attention must be paid by using stock methods periodically to ensure the quality of the fruit on offer.
- d) Don't have a Cold Warehouse for stock storage  
To maintain the freshness of the fruit, a fruit storage warehouse is needed which the 777 fruit sweet shop does not yet have, the aim is to minimize losses from fruit damage.

**3.2. External Factors Analysis**

Identify external factors at the Manis Buah 777 store, namely:

**Opportunity**

- a) Advances in digital platform technology  
The development of digitalization in the current era means that the 777 fruit sweet shop business can take advantage of it in marketing products on various digital platforms.
- b) Cooperate with the seller.  
The presence of resellers expands the market reach to various regions in the 777 Sweet Fruit Shop business.
- c) Awareness of people's healthy lifestyle in consuming fruit  
Public awareness of the importance of health and a healthy lifestyle by consuming fruit is the biggest opportunity in running a fruit business.

### Threats

- a) The number of similar businesses  
There are so many similar businesses in the community that it can be a threat to the 777 sweet fruit shop business. Every business that is built will have its competitors. Moreover, if the business to be built has products or services that are already widely found on the market. Newer and brighter ideas are needed to carry it out (Serebryakova et al., 2016).
- b) The condition of the fruit spoils quickly, affecting the selling price.  
The nature of fruit is easily damaged and rotten so it needs good handling so that the selling price does not fall.
- c) Fruit prices fluctuate  
The price of fruit fluctuates, especially imported fruit, so it can be a threat to business capital.

### 3.3. IFAS Matrix

Based on processing data and information from informants, internal factors and external factors can be identified which are then entered into the internal strategy factor matrix (IFAS) and external strategy factor matrix (EFAS) to carry out evaluations so that an appropriate alternative strategy in marketing is obtained. product. The IFAS matrix for the 777 fruit sweet shop business in Gowa is as follows:

Table 1. Internal Strategic Factor Analysis Summary (IFAS) matrix in the marketing strategy of 777 fruit sweet shops in Gowa Regency.

Number	Internal Strategy Factors	Weight	Rating	Weight Rating x
<b>A</b>	<b>Stength</b>			
1	Selling local and imported fruit	0,15	4	0,60
2	Relatively affordable price	0,15	4	0,60
3	Provide good service	0,15	4	0,60
4	Give consumers discounts	0,13	3	0,36
5	Utilize digital media in marketing	0,16	4	0,64
	<b>Amount A</b>	<b>0,74</b>	<b>19</b>	<b>2,83</b>
<b>B</b>	<b>Weakness</b>			
1	Not making optimal use of digital platforms	0,06	3	0,18
2	Lack of admin staff to manage digital media	0,02	3	0,06
3	Different fruit resistance	0,08	3	0,24
4	Don't have a Cold Warehouse for stock storage	0,10	4	0,40
	<b>Amount B</b>	<b>0,26</b>	<b>13</b>	<b>0,88</b>
	<b>Amount A + B</b>	<b>1</b>	<b>32</b>	<b>3,71</b>

The results of the internal factor analysis in Table 1 show that the internal factor indicator is that the 777 fruit sweet shop has utilized digital media in its marketing so this business is a strength for future business development with the highest score of 0.64. However, Sweet Fruit Shop 777 does not yet have a permanent admin who can manage digital media with a score of 0.06. So efforts are made to find workers who are experts in using and utilizing digital platforms so that this business can progress and be known to the public. The results of the IFAS strengths and weaknesses matrix obtained a total weighted score of 3.71, this shows that Sweet Fruit Shop 777's business ability to use its strengths and overcome its weaknesses is relatively strong.

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## 3.4. EFAS Matrix

The EFAS matrix for the 777 fruit sweet shop business in Gowa Regency can be seen in the following table:

Table 2. External Strategic Factor Analysis Summary (EFAS)

Number	External Strategy Factors	Weight	Rating	Weight x Rating
<b>A</b>	<b>Opportunities</b>			
1	Advances in digital platform technology	0,30	3	0,90
2	Cooperate with resellers	0,20	3	0,60
3	Awareness of people's healthy lifestyles	0,19	3	0,57
	<b>Amount A</b>	<b>0,69</b>	<b>9</b>	<b>2,07</b>
<b>B</b>	<b>Threats</b>			
1	Number of similar businesses	0,07	2	0,14
2	The condition of the fruit spoils quickly	0,13	1	0,13
3	Fruit prices fluctuate	0,11	2	0,22
	<b>Amount B</b>	<b>0,31</b>	<b>5</b>	<b>0,49</b>
	<b>Amount A + B</b>	<b>1</b>	<b>14</b>	<b>2,56</b>

The results of the external factor analysis in Table 2 show that the external factor indicator, namely the advancement of digital platform technology in the current era, means that the 777 fruit sweet shop business can take advantage of it by marketing products on various digital platforms, obtaining a score of 0.90 so that it has the opportunity to develop its business. Sweet Fruit Shop 777. Apart from that, a factor that threatens business continuity is the condition of the fruit which spoils quickly, thus affecting the selling price. The nature of fruit is easily damaged and rotten so it needs good handling so that the selling price does not fall by a score of 0.13. The results of the EFAS opportunity and threat matrix obtained a total weighted score of 2.56. This shows that the 777 fruit sweet shop business can take advantage of opportunities and overcome relatively strong threats.

The calculation results of the IFAS (Internal Strategic Factor Analysis Summary) matrix and the EFAS (External Strategic Factor Analysis Summary) matrix produce a horizontal axis (X) value for the strength factor of 2.83 and a probability value for the vertical axis (Y) of 2.07. Based on the results of these calculations, the development of the 777 sweet fruit shop business in Gowa Regency can be depicted in a SWOT diagram as in Figure 1.

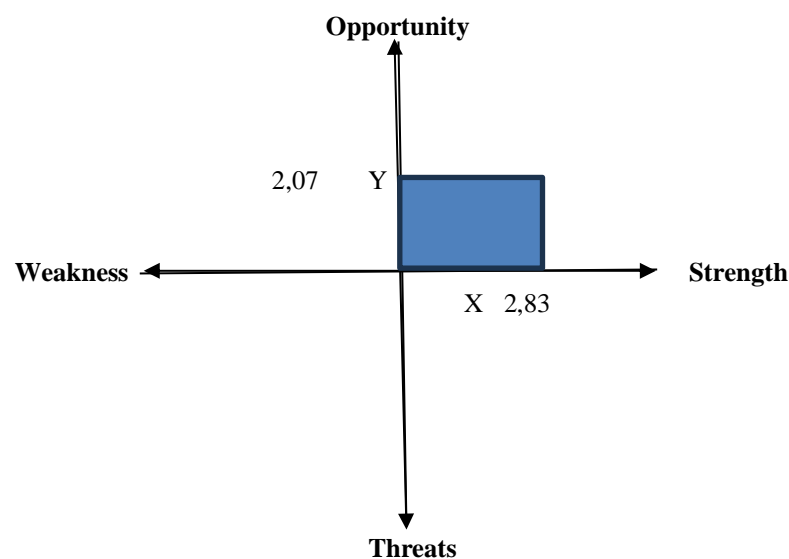


Figure 1. Business Positioning Strategy for 777 Sweet Fruit Shops in Gowa Regency in 2023.



Based on the SWOT diagram in Figure 1, it can be seen that the strategic position of developing the 777 sweet fruit shop business in Gowa Regency in the strategic environmental analysis mapping (internal and external environment) is in quadrant I, namely Aggressive (Growth Oriented Strategy) or in a dynamic or deep growth position. strategic positioning of strengths-opportunities (using strengths to exploit opportunities in decision-making). This shows that there is an opportunity to develop the 777 fruit sweet shop business, apart from having strengths that are greater than its weaknesses, it also has opportunities that are greater than threats.

### 3.5. SWOT Matrix

The SWOT Matrix is a matching tool used to compile the strategic factors of a business. The IFE and EFE matrix analysis that has been carried out is then arranged in a SWOT matrix to formulate strategies based on the internal and external factors that have been identified. Strategy formulation using the SWOT matrix consists of four (4) combinations of factors, consisting of Strength–Opportunity (S–O) strategy, Strength–Threat (S–T) strategy, Weakness–Opportunity (W–O) strategy, and Weakness–Threats (W–T) in table 3 are as follows:

Table 3. SWOT analysis matrix for 777 micro, small, and medium fruit sweet shops in Gowa district

Internal Factors	S trengths (S)	Weaknesses (W)
<div> <div></div> <div>External Factors</div> </div>	<ol style="list-style-type: none"> <li>1. Selling local and imported fruit</li> <li>2. Prices are relatively affordable</li> <li>3. Provide good service</li> <li>4. Give consumers discounts</li> <li>5. Utilizing digital media in marketing</li> </ol>	<ol style="list-style-type: none"> <li>1. Not maximizing the use of digital platforms.</li> <li>2. Don't have a digital media management admin yet</li> <li>3. Different fruit resistance</li> <li>4. Don't have a cold warehouse for storing fruit stock.</li> </ol>
<b>Opportunities (O)</b> <ol style="list-style-type: none"> <li>1. Advances in digital platform technology</li> <li>2. Collaborate with resellers</li> <li>3. Awareness of people's healthy lifestyle in consuming fruit.</li> </ol>	<b>S-O S strategies</b> <ol style="list-style-type: none"> <li>1. Collaborate with resellers in selling local and imported fruit (S1, O2).</li> <li>2. With advances in technology, you can utilize all digital platforms in selling fruit, both local and imported (S5, S1, O1).</li> <li>3. With relatively affordable fruit prices, consumers will increase their purchases so they get price discounts (S2, O3, S4).</li> <li>4. Provide good service and maintain good relationships with resellers (S3, O2).</li> </ol>	<b>W-O Strategies</b> <ol style="list-style-type: none"> <li>1. Not optimally utilizing digital platforms so collaboration with resellers is needed in marketing fruit products (W1, O2)</li> <li>2. Because the durability of the fruit is not the same, it must be sold quickly through resellers (W3, O2).</li> <li>3. The need for a cold warehouse to store stock because the durability of each fruit is different so collaboration with resellers is needed to</li> </ol>

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		expedite fruit marketing. (W4,W3,O2)
<b>Threats</b> <ol style="list-style-type: none"> <li>1. The number of similar businesses</li> <li>2. The condition of the fruit spoils quickly, affecting the selling price</li> <li>3. Fruit prices fluctuate</li> </ol>	<b>S-T Strategies</b> <ol style="list-style-type: none"> <li>1. There are many similar businesses so good service is needed to consumers (S3, T1)</li> <li>2. Utilizing digital media to increase sales because there are many similar businesses (S5, T1)</li> <li>3. The price of fruit is uncertain because it depends on the season so to attract consumers, discounts can be given to winning competition from similar businesses (S4, T3, T1)</li> </ol>	<b>W-T Strategies</b> <ol style="list-style-type: none"> <li>1. Not optimally using online media so that the selling price of fruit falls because the fruit spoils quickly and rots (W1, T2)</li> <li>2. Because the condition of the fruit spoils quickly, a cold room is needed to store fruit stock. (W4, T2)</li> <li>3. Not maximizing the use of digital media because there is no admin manager so many pieces are damaged due to accumulation. (W1, W2, T2)</li> </ol>

Source: Data processing results, 2024

Based on the SWOT matrix table above, several strategies that are suitable for development can be identified Micro, small, and medium businesses at 777 fruit sweet shops in Gowa Regency. Several alternatives can be formulated as follows:

**1. S-O Strategy**

The SO's strategy is to create a strategy that utilizes all strengths to seize opportunities. The strategy is;

- a. Collaborate with resellers in selling local and imported fruit.
- b. With advances in technology, you can utilize all digital platforms in selling fruit, both local and imported.
- c. With relatively affordable fruit prices, consumers will increase their purchases so they get price discounts.
- d. Provide good service and maintain good relationships with resellers.

**2. S-T Strategy**

The ST's strategy is to create a strategy that uses power to overcome threats. The strategies are;

- a. There are many similar businesses so good service is needed to consumers.
- b. Utilizing digital media to increase sales because there are many similar businesses.
- c. The price of fruit is uncertain because it depends on the season so to attract consumers, discounts can be given to winning competition from similar businesses.

**3. W-O Strategy**

The WO's strategy is to create a strategy that minimizes weaknesses to take advantage of opportunities. The strategies are;

- a. Not optimally utilizing digital platforms so collaboration with resellers is needed in marketing fruit products.
- b. Because the durability of the fruit is not the same, it must be sold quickly through resellers.



- c. The need for a cold warehouse to store stock because the durability of each fruit is different so collaboration with resellers is needed to expedite fruit marketing.

#### 4. W-T Strategy

The WT's strategy is to create a strategy that minimizes weaknesses and avoids threats. These strategies are:

- a. Not optimally using online media so that the selling price of fruit falls because the fruit spoils quickly and rots.
- b. Because the condition of the fruit spoils quickly, a cold room is needed to store fruit stock.
- c. Not maximizing the use of digital media because there is no admin manager so many pieces are damaged due to accumulation.

#### 4. CONCLUSION

Based on the research that has been carried out, the following conclusions can be drawn:

- a. Factors that are strengths in the marketing strategy of the 777 fruit sweet shop business in Gowa district are: Selling various kinds of fruit, both local and imported, Fruit prices are relatively affordable, Providing good service to consumers, Providing discounts if certain purchasing targets are achieved, as well as utilizing digital media in fruit marketing. Indicators of weaknesses are: Not maximizing the use of digital platforms, not having an admin to manage digital media, the durability of each fruit is not the same, and not having a cold warehouse for storing fruit stock. All these indicators correspond to the IFAS (Internal Factor Analysis Summary) matrix table.
- b. Indicators that provide opportunities for the 777 fruit sweet shop in Gowa Regency are advances in digital platform technology so that they can reach a wide market, working with resellers, and high awareness of people's healthy lifestyles in consuming fruit. Meanwhile, the indicators that pose a threat are; There are many similar businesses, the condition of the fruit spoils quickly, which affects the selling price, and the price of fruit fluctuates depending on the season. This indicator is by the IFAS (Internal Factor Analysis Summary) matrix table.
- c. The condition of small, micro, and medium businesses at the 777 fruit sweet shop is in the first quadrant, this shows that the company is in a very profitable condition because it has quite promising strengths and opportunities to support the strategy being implemented. The strategy that needs to be improved in fruit marketing is to make maximum use of digital marketing to reach a wider market.

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