

RESILIENCE AND RECOVERY: MSME MARKETING MIX STRATEGIES AMIDST THE COVID-19 PANDEMIC

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ABSTRACT

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The Covid-19 pandemic significantly impacted the Micro, Small, and Medium Enterprises (MSME) sector in Indonesia, including Bojonegoro Regency, causing reduced turnover, financing difficulties, and operational uncertainties. This study focuses on SFC Dobel Tree, an MSME in the fast-food sector, and examines its marketing strategies post-pandemic, emphasizing the Marketing Mix 7P (Product, Price, Place, Promotion, People, Process, Physical Evidence) and STP (Segmentation, Targeting, Positioning) frameworks. The research employs a qualitative descriptive approach, with data collected through structured interviews and direct observations involving business owners, employees, and consumers. The study reveals that SFC Dobel Tree adapted successfully by optimizing its online marketing efforts, utilizing social media and marketplaces, and integrating product innovation. The business introduced new local flavor variants, such as Bojonegoro's signature chili sauces, which enhanced its product differentiation and customer engagement. Additionally, by implementing automation in payments and expanding distribution through delivery platforms (e.g., GoFood, GrabFood), SFC Dobel Tree not only recovered but also achieved significant growth, with its turnover increasing from IDR 3,000,000 in 2021 to IDR 24,000,000 in 2023. This study contributes to the literature by highlighting the importance of digital transformation and integrated marketing strategies in ensuring MSME resilience and growth during crises. The findings provide practical insights for MSMEs, particularly in rural areas, on how to leverage digital tools and innovative marketing techniques to navigate market changes and maintain competitiveness in the post-pandemic era.

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1. Introduction

The pandemic caused a significant decline in Indonesia's MSME sector, including in Bojonegoro Regency. Social restrictions, business closures, and changes in consumer behavior resulted in reduced turnover, difficulty accessing financing, and operational uncertainty (Yola Amalia & Kristina, 2021). A LIPI survey showed that 94% of MSMEs experienced a decline in sales during the pandemic (Antara, 2020). The culinary sector was among the hardest hit, highlighting the urgent need for MSMEs to innovate their marketing

strategies to survive. MSMEs contribute significantly to Indonesia's economic growth, but the Covid-19 pandemic introduced new challenges, including reduced income and operational uncertainty (Nuvitasari et al., 2019).

One MSME that successfully adapted during the pandemic is SFC Dobel Tree, a micro-business in the culinary sector based in Bojonegoro Regency. Before the pandemic, this business generated a monthly turnover of approximately IDR 6,000,000.00, which drastically decreased when the pandemic struck. Initially relying solely on offline marketing without significant innovation, SFC Dobel Tree eventually overcame these challenges by optimizing its online marketing through social media and marketplaces. It also enhanced product innovation, automated payment systems, and improved distribution processes. These strategies allowed the business not only to survive but also to expand by opening two new branches after the pandemic began to subside.

In this context, the Marketing Mix approach used by SFC Dobel Tree becomes evident. The Marketing Mix, which consists of elements like product, price, promotion, people (human resources), process, and physical evidence, is crucial to the success of MSMEs, especially in the culinary industry (Halim et al., 2021). This study aims to identify and analyze the marketing communication strategies employed by SFC Dobel Tree, particularly through the application of STP analysis (Segmentation, Targeting, and Positioning) alongside a comprehensive Marketing Mix approach in both offline and online marketing contexts.

Many MSMEs in Indonesia, as seen in Sulistyo's (2021) study, faced distribution challenges and rapid changes in consumer behavior. For instance, culinary MSMEs experienced up to a 50% drop in turnover during the pandemic. However, those that adopted digital-based marketing strategies were more likely to recover. In the post-pandemic era, the implementation of STP strategies and the 7P Marketing Mix has proven to be key for MSME success. These strategies enable MSMEs to target specific market segments and position their products according to shifting market needs, especially when utilizing digital platforms (UNPD, 2021).

Previous studies primarily focused on the 4P Marketing Mix or offline strategies, without considering the integration of online marketing. This research addresses this gap by incorporating both STP and a comprehensive Marketing Mix, bridging offline and online communication channels. The case study of SFC Dobel Tree offers practical insights for culinary MSMEs in facing uncertain economic challenges, providing actionable solutions for enhancing competitiveness and growth in the post-pandemic era.

Digitalization has also become a key factor in the recovery of MSMEs. Research from Kenya (UNDP, 2021) demonstrates that MSMEs with higher levels of digital maturity are better equipped to adapt and mitigate the negative impacts of the pandemic. The use of e-commerce, social media, and other digital platforms enables MSMEs to access a broader market, even in the face of physical restrictions. This underscores the importance of investing in digital technology and developing digital skills to ensure the sustainable competitiveness of MSMEs.

Additionally, the Covid-19 pandemic has highlighted the need for more adaptive marketing communication strategies. Approaches that combine both online and offline marketing, alongside the implementation of STP (Segmentation, Targeting, Positioning) and

an integrated marketing mix, are essential for MSMEs to navigate market shifts and sustain their business operations (Maulani et al., 2022; Ade Ridwan et al., 2022). This study investigates these strategies to contribute to the existing body of literature, while also providing practical insights for MSMEs in the culinary sector to maximize their potential in the future.

2. Method

The research method in this study employs a qualitative descriptive approach, utilizing structured interviews and direct observations. Initially, the research aimed to understand how MSMEs in the Bojonegoro area maintain economic resilience. After observing several MSMEs, SFC Dobel Tree was selected as the focus of the study, specifically examining the MSME's post-pandemic marketing mix strategy. Structured interviews were conducted with four key groups: business owners, employees, new consumers, and loyal customers.

For data analysis, this study adopted the interactive model by Miles and Huberman (Pawito, 2007), which involves three main stages: data reduction, data presentation, and drawing and verifying conclusions. This approach allows for continuous, iterative data analysis, helping to uncover patterns in the marketing strategies applied.

A significant part of the research focuses on the evolving digital behavior of rural consumers and how MSMEs have adapted their marketing strategies in response to the pandemic. The research offers a practical roadmap for rural MSMEs like SFC Dobel Tree to adapt in the digital era. It highlights key strategies and innovative approaches that have enabled the business to overcome pandemic-related challenges. Additionally, the study explores measurable shifts in consumer behavior, particularly in rural areas that are increasingly turning to digital platforms for their purchasing needs. The findings are expected to provide valuable insights into digital adaptation strategies for MSMEs, contributing both to academic literature and practical applications for businesses facing similar challenges in the post-pandemic landscape.

3. Results and Discussion

From the results of the researcher's observations and interviews, several data results were obtained which were then analyzed using Segmenting, Targeting, Positioning (STP) analysis. STP analysis is aimed at exploring the value of a brand and mapping its market segmentation.

Segmenting, Targeting, And Positioning

Segmentation, Targeting, and Positioning (STP) are crucial elements in designing an effective marketing strategy. Segmentation involves dividing a market into groups of consumers who have similar characteristics, needs, or behaviors. This allows businesses to craft their offerings according to specific consumer segments, accommodating unique preferences (Okon et al., 2022). In targeting, once market segments are identified, businesses can decide which segments to prioritize based on their potential value. This ensures efficient resource allocation, reaching the most responsive audience. Lastly, positioning involves creating a distinctive image or perception of the product or brand in the minds of the target

audience (Nurhadi & Kurniawan, 2017). Value and differentiation are key in positioning. Evidence supporting the importance of positioning can be seen in successful brands that have established a distinctive identity.

In terms of segmentation, there are 4 types of segmentation: Segmentation A, B, C, and D. Segmentation A is a consumer group with age characteristics between 25 and 35 years, both men and women with income between IDR 2.500.000 to 4.000.000 every month. In Segmentation B, the age group is between 35 years and 45 years, male or female with income between IDR 2.500.000- 4.000.000 per month. Next is Segmentation C with ages around 25 to 35 years, male or female with an income of IDR 1.500.000 to 2.500.000/per month. Finally, Segmentation D is consumers aged between 35 and 45 years, men and women, with an income of IDR 1.500.000 to 2.500.000 per month.

In the context of geographic segmentation, SFC Dobel Tree occupies a position in the Bojonegoro Regency area which is categorized as a rural area. The location of SFC Dobel Tree is located around the traditional market so it has direct access to the center of local economic activity. The reach for direct purchases is approximately 2 km, while delivery distribution reaches around 20 kilometers from the shop. This distance is also determined for online purchases via marketplace applications such as Gofood, Grabfood and Shopee Food.

After carrying out segmentation mapping, at the Targeting stage a priority hierarchy is created to determine which segmentation is the main target in SFC Dobel Tree marketing. The determination of targeting started from Segmentation A to D, it is based on a number of strategic considerations.

Segmentation A, the consumer group aged 25 to 35 years, with a monthly income ranging from IDR 2.500.000 to 4.000.000, is chosen as the primary target due to their higher purchasing power and potential to become loyal customers. They generally prefer food with unique characteristics and distinct flavors, as opposed to more common and easily found options. This group has a strong interest in product innovation or new food trends that are easily accessible online, utilizing social media platforms such as WhatsApp and Instagram, as well as marketplaces like GoFood for information and ordering food. These consumers prefer simple, hassle-free transactions and often opt for cashless payments, although they also frequently use cash. They are responsive to promotions through food delivery apps, with discount programs proving effective in increasing purchase frequency and maintaining their loyalty. Segmentation B, which has income characteristics, is the next target to maximize market potential among a more mature age group. Consumers in this segment tend to make more thoughtful decisions, prioritizing quality and value in their product purchases. They are particularly attentive to health and hygiene aspects, especially in the post-pandemic context. Their lifestyle is generally more stable, with limited time for home cooking. Products that incorporate traditional elements, such as local sambal, hold special appeal for this group. These consumers tend to make repeat purchases of products they trust. Although they may not be as responsive to discount-based promotions as Segment A, they place greater value on service quality and convenience. Offers such as family packages or value-added products, like bonus items or economical bundles, are more likely to attract this segment. Next, SFC Dobel Tree directed its attention to Segmentation C, namely individuals aged 25-35 years with an income of IDR 1.500.000 to IDR 2.500.000 per month. This group tends to be more selective

in their spending and highly sensitive to price. Despite their lower income, they still seek products that offer a balance between affordability and adequate quality. They are more receptive to promotions and discounts and often prioritize quantity when making purchasing decisions. These consumers also keep up with food trends, especially those that can be ordered online, but they usually look for the best deals before making a purchase. Behaviorally, they are very responsive to price promotions, discounts, and value packages. Although they are not as loyal as consumers with higher incomes, they are more likely to try new products if offered at an affordable price. Finally, Segmentation D, which includes consumers aged 35-45 years with lower incomes, is the final target with considerations for expanding consumer reach and creating customer diversification. This segment tend to prioritize essential needs and necessary expenditures, making them highly price-sensitive. Their lifestyle is simple, and they value products that are not only affordable but also offer larger portions. This group is generally more flexible in their brand preferences and typically makes purchasing decisions based on the most competitive prices. Although they may seldom or never use online platforms for shopping, they prefer making purchases directly at physical stores. Offers such as family packages or bulk deals at affordable prices are particularly appealing to this segment. With this approach, SFC Dobel Tree can develop a more focused and adaptive marketing strategy according to its characteristics and unique needs of each target segment.

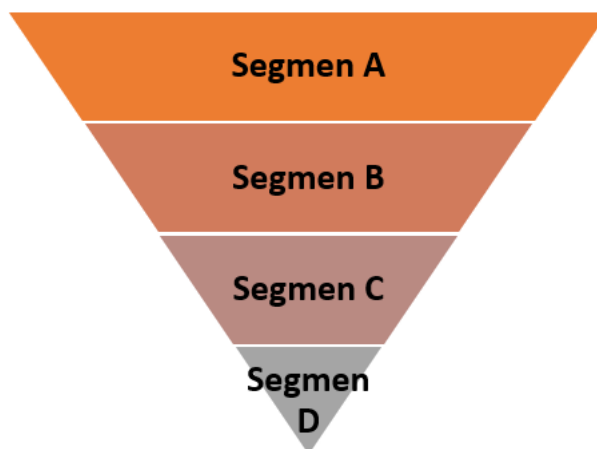


Figure 1.

Classification of segmentation based on economic conditions

SFC Dobel Tree's main targeting is focused on consumers with specific criteria to achieve optimal marketing effectiveness. This group includes individuals who have a preference for fast food, enjoy dishes with traditional chili sauce, and are often in markets and busy centers. Their presence in market environments and busy centers is a major factor in determining strategic locations to attract attention and facilitate accessibility. In addition, this targeting pays attention to the active use of social media on platforms such as WhatsApp, Instagram and TikTok, accommodating digital behavioral trends that are increasingly dominating. The emphasis on consumers who are anxious about the Covid-19 Pandemic is also a consideration, so that SFC Dobel Tree can develop marketing strategies that create a sense of security and comfort for potential customers.

The next step after Targeting is Positioning. SFC Dobel Tree positions itself in the culinary market with a unique product value that presents crispy fried chicken with an authentic taste of traditional spices. Through this positioning strategy, SFC Dobel Tree emphasizes the main characteristics of its products, namely the unique combination of the crispy deliciousness of its fried chicken and the authenticity of the spices inherited from local culinary traditions. In designing this position, SFC Dobel Tree aims to differentiate itself from competitors and create a strong image associated with distinctive and authentic flavors. In this way, SFC Dobel Tree hopes to attract the attention of consumers who are looking for a culinary experience that presents flavors that are attached to traditional values.

SFC Dobel Tree positions itself as a provider of modern fried chicken by adopting a product concept and visual identity inspired by well-known brands such as Kentucky Fried Chicken (KFC). However, SFC Dobel Tree focuses on a different market segmentation and targeting strategy, specifically aiming at the lower-middle class. Targeting this segment is a strategic choice, particularly in rural areas like Bojonegoro Regency, where purchasing power tends to be lower and affordability plays a critical role in consumer decision-making.

Moreover, rural communities are more accustomed to local flavors than to standardized global tastes offered by major brands. This preference is driven by a strong emotional connection to traditional food, which embodies cultural heritage and local identity. As a result, SFC Dobel Tree's approach of combining modern concepts with authentic local flavors provides a significant competitive advantage in rural markets. This strategy not only caters to the taste preferences of consumers who value authenticity but also fosters a deeper emotional connection with the brand, enhancing customer loyalty. Positioning analysis will then be discussed using the 7Ps Marketing Mix approach.

7Ps Marketing Mix

The 7Ps marketing mix, also known as Marketing Mix 7Ps, is a framework that involves seven key elements for designing and managing an effective marketing strategy. These elements include product, price, promotion, people, process, and physical evidence. The aim of implementing the 7Ps is to achieve an optimal balance between all these elements, so that the products or services offered can meet consumer needs and desires while achieving the company's business goals. The discussion in implementing the 7Ps involves managing these aspects in a holistic and coordinated manner, ensuring that each element supports and enhances the others.

First, the discussion of the 7Ps Marketing Mix starts from Product. The product is an important element in the 7Ps Marketing Mix. The products offered must be able to meet consumer needs and desires (Kotler & Keller, 2012). SFC Dobel Tree places product quality as the main priority in its operations. This effort is reflected in the innovations carried out, especially in the selection of raw materials. To improve product quality, this MSME adopts high quality rice and fresh chicken with brands that have the BPOM label, ensuring guaranteed safety and quality. Apart from that, SFC Dobel Tree also pays special attention to health aspects by integrating organic vegetables into their dishes.

Fast food is usually served simply and with factory-made chili sauce or sauce. At first, SFC Double Tree also did the same thing. However, during the difficult pandemic, innovation is a crucial thing that must be done. According to research by Seriwati and Prihantoro (2024), a communication marketing strategy that utilizes the unique characteristics of regional cuisine can capture consumers' attention. Therefore, SFC SFC Dobel Tree created

two variants of Bojonegoro's typical chili sauce, namely Sambal Serai Istimewa and Sambal Ale, to give an authentic local touch to its fried chicken dishes. Special Serai Sambal and Sambal Ale are complements that bring the taste of typical Bojonegoro regional food. Sambal Serai Istimewa is unique sauce with its blend of lemongrass and selected spices, while Sambal Ale is a typical Bojonegoro chili sauce which comes from the Ale vegetable. This vegetable itself has a shape almost the same as sprouts but tastes like Chinese petai. This menu variation strategy can help increase sales by offering different food options that suit customer tastes.

SFC Dobel Tree involves customers in the product innovation process by conducting a customer satisfaction feedback program using the A/B testing method. In this program, customers are given the opportunity to try two new menu variants under development and are then asked to provide their feedback on taste preferences, quality, and presentation of each menu item. Through this method, SFC Dobel Tree can directly measure customer responses and determine which menu is more preferred. The feedback from the A/B testing serves as a basis for decision-making in launching new menus that are better aligned with consumer tastes.

To reach customers whose activity intensity was high at home during the pandemic, SFC Dobel Tree implemented an online communication strategy by utilizing various digital platforms. Through the product photo e-catalogue, customers can easily access detailed information about the products offered, including high-quality raw materials and careful processing of fried chicken. SFC Dobel Tree's Instagram and TikTok content are effective media for presenting attractive visuals and showcasing product advantages. By utilizing social media, SFC Dobel Tree not only communicates the value of its products directly to potential customers, but also builds more personal and in-depth interactions. This approach allows companies to reach a wider audience, especially in key segmentations.

Second, in terms of price. In marketing, setting the right price is very important because it has a direct impact on consumer purchasing decisions (Aichner & Shaltoni, 2018). SFC Dobel Tree is able to provide competitive prices and in accordance with the quality of the products offered. This can be seen from the prices offered by MSME SFC Dobel Tree which are quite affordable but still provide satisfaction for consumers. The average price of each menu is between Rp. 10.000.00 to Rp. 25.000.00, depending on the type of menu. Price determination is based on the results of research that has been carried out previously and is in accordance with market segmentation.

Third, in terms of location. Place is an important factor in business continuity because it can affect customer accessibility and comfort (Hashim & Hamzah, 2014). SFC Dobel Tree has chosen a strategic location with lots of community activities and easy accessibility. Located in Sumberarum Village, Dander District, Bojonegoro Regency, on the main road in the market area, making it easier for consumers to find and visit business premises.



Figure 2.
MSME SFC Double Tree

Apart from that, the SFC Dobel Tree location has a fairly large parking area, a comfortable and clean atmosphere, thus providing comfort for consumers who come. SFC Dobel Tree also pays attention to the availability of supporting facilities that consumers need when enjoying food. There is a sink, antiseptic and tissue that customers can use to stay hygienic. SFC Dobel Tree also provides clean and well-maintained toilet facilities, thus strengthening the image of a clean and comfortable business premises.

In another way in the Pandemic situation, online application marketplaces such as Grabfood, Gofood, and Shopee are very important. SFC Dobel Tree Fried Chicken is able to reach consumers who cannot come directly to the location or when they are working from home (WFH).

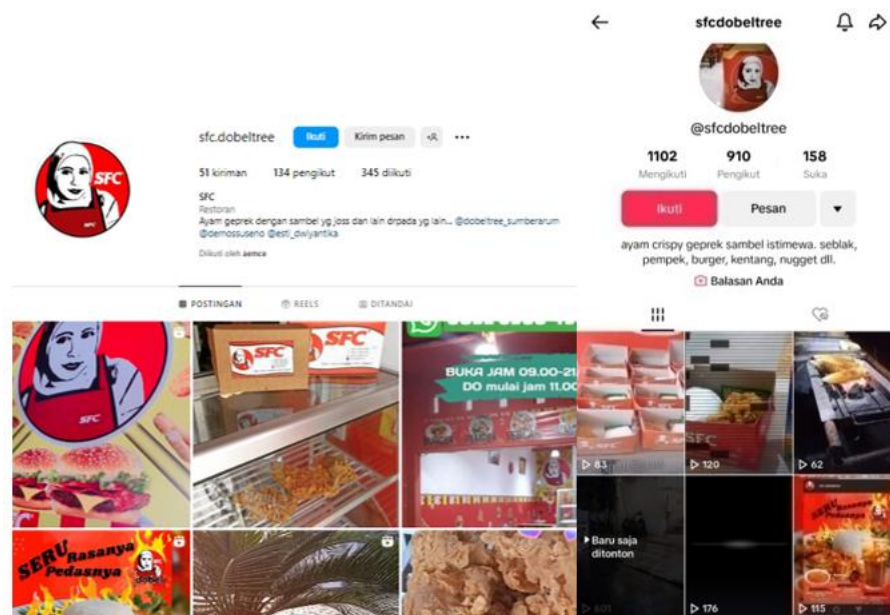


Figure 3.
Social Media: Instagram (Left) and TikTok (right)

SFC Dobel Tree also utilizes social media such as WhatsApp, Instagram and TikTok to expand the reach and affordability of its products. Through social media such as Instagram and Tiktok accounts (Figure 3), This Micro Enterprise can not only communicate with customers directly but also introduce menus, promotions and various interesting content. With this multichannel strategy, SFC Dobel Tree not only ensures the availability of its products on various online platforms but also expands its opportunities to attract attention

and gain new customers. A study by Rahman (2023) indicates that online culinary sales in Jakarta have shown a significant increase, making it the best strategy for online sales during and after Covid.

Fourth from the promotional side. Promotion is a powerful weapon in raising consumer brand awareness (Perreault Jr, Cannon, & McCarthy, 2013). In the current digital era, SFC Dobel Tree Fried Chicken MSMEs also utilize digital platforms to expand consumer reach. In its content promotion efforts, SFC Dobel Tree presents various attractive offers through a package promotion strategy. Customers can choose from two package options, namely an economical package or a large package. A savings package is offered for purchasing two packages, providing financial benefits to customers who want to enjoy a varied menu at a more affordable price. On the other hand, customers who want to buy in large quantities can take advantage of multiple packages with special offers for purchasing multiples of 10 packages. Through this strategy, SFC Dobel Tree not only provides diverse choices to customers, but also provides incentives for those who want to enjoy its products in larger quantities. By utilizing package promotions, SFC Dobel Tree creates opportunities to increase sales, expand its customer base, and provide added value to its consumers.

On major national holidays, SFC Dobel Tree designs an Event Calendar as part of an attractive marketing strategy, offering a number of attractive promotions to increase customer engagement. In the Discount category, customers can enjoy special discounts on certain menu items, adding extra value to their culinary experience. In addition, the Free Charge program offers benefits to customers by providing free goods or services with certain purchases and within a specified quota. Two interesting options presented in the Free Charge category are Buy 1 Get 1, where customers can get one free item with the purchase of another item, and Free Drink or Condiment (as in Figure 4), which provides the opportunity to enjoy drinks or chili sauce directly. free. By holding this Event Calendar, SFC Dobel Tree not only creates special moments for customers but also stimulates interest and active participation in the various promotions offered.



Figure 4.

Package promotional content

SFC Dobel Tree also runs a customer satisfaction feedback program through a consumer review promotion. In this program, customers who provide a review or rating of SFC Dobel Tree's products and services, along with a screenshot of their review, have the chance to receive attractive promotions. As a token of appreciation, customers participating in this promotion will receive a discount or a free drink on their next purchase.

Fifth, From the process side, it plays an important role in ensuring customers are satisfied with the services provided (Kotler & Keller, 2016). SFC Dobel Tree ensures food hygiene and quality by adhering to strict health protocols and standard operating procedures (SOP). This is reflected in the food making process which is open and observable by customers. This process shows transparency and customer trust in the products offered.

The ordering process is carried out directly by visiting the outlet location in person. Visitors can immediately order the menu that is available and pay directly at the cashier. The cashier system already uses a cashier application which makes it easier to compute payments, and automates the storage of purchase data and print proof of purchase in the form of receipts. Buyers can order menus that are already available, or those that have just been cooked first.

SFC Dobel Tree also implements payment and distribution automation as an integral part of its operational strategy. In an effort to provide a faster and easier payment experience for customers, SFC Dobel Tree utilizes a transfer system after ordering online via WhatsApp, or using QRIS (Quick Response Code Indonesian Standard) technology. QRIS allows customers to make payments directly using digital payment applications via QR code scanning, reducing transaction time and increasing customer convenience. Apart from that, SFC Dobel Tree also has partnerships with various marketplace platforms such as GoFood, GrabFood, and Shopee. This collaboration allows SFC Dobel Tree to expand its distribution reach, market its products to a wider audience, and answer the needs of consumers who increasingly rely on online purchasing services. With this payment and distribution automation, SFC Dobel Tree not only increases the efficiency of its business processes but also increases the accessibility of its products in the digital market.

SFC Dobel Tree also evaluates the effectiveness of its payment and distribution automation by gathering customer feedback and monitoring metrics such as transaction time and operational efficiency. Transactions using QRIS are generally faster and more efficient compared to cash payments, which require customers to prepare cash and visit the store in person. However, some customers have expressed concerns about the administrative fees associated with bank transfers, which they consider to be relatively high. According to internal data, 85% of customers are satisfied with the ease of using QRIS and other digital payment methods. Nevertheless, 15% of customers reported difficulties in accessing online services in areas with weak internet connections. In addition, SFC Dobel Tree tracks operational data such as the average time required to process orders and complete deliveries through its partnerships with GoFood, GrabFood, and Shopee. The data shows that the average delivery time is 25-30 minutes, with a high customer rating of 4.8 out of 5.0. By comparing this data with customer feedback, SFC Dobel Tree can assess whether these automated processes are improving operational efficiency and enhancing the overall customer experience.

SFC Dobel Tree takes a holistic approach to content creation to maximize engagement with customers across various social media platforms. Through the WhatsApp instant messaging service, the company provides a comprehensive product catalog and plans a



Figure 6.
Packaging

Apart from that, the design of the place is made very attractive with red, yellow and white colors. Color in design is an important element in attracting customer attention and building brand awareness. In color psychology, red is the color that attracts the most attention and can trigger feelings of passion and excitement. Meanwhile, yellow is a color that can trigger hunger and increase enthusiasm. The color white, on the other hand, is associated with purity and simplicity, which is suitable for use in the food industry as a sign of cleanliness and quality.

According to a customer satisfaction survey conducted by SFC Dobel Tree, 90% of customers reported being highly satisfied with the cleanliness and comfort of the store, while 85% felt that the interior design, including the color scheme, created an attractive and pleasant atmosphere. Additionally, 80% of respondents stated that these physical elements positively contributed to their dining experience, making them more likely to return. Linking physical elements such as the color scheme to tangible outcomes, like a 15% increase in customer visits over the last quarter, demonstrates the positive impact of store design on brand recognition and customer loyalty. This data further strengthens the argument that physical evidence significantly influences the customer experience and business success.

In the post-Covid-19 pandemic period, SFC Dobel Tree was able to make adjustments by following applicable health protocols and maintaining the cleanliness and hygiene of the products offered. This is very important to maintain consumer health and give consumers confidence to continue purchasing products from MSME SFC Dobel Tree.

In terms of consumer satisfaction, SFC Dobel Tree has successfully provided satisfying services and products, as evidenced by the significant increase in sales. During the pandemic in 2021, the monthly turnover was approximately IDR 3,000,000. However, after implementing several changes and innovations, the turnover in 2023 increased to around IDR 24,000,000 per month. Several factors contributed to this success, including the introduction of new product innovations, such as Bojonegoro's signature chili sauces, which resonated with local consumer preferences. Additionally, the adoption of digital marketing strategies, including increased engagement on social media platforms like Instagram and TikTok, expanded SFC Dobel Tree's customer base and enhanced brand visibility. Furthermore, partnerships with delivery platforms such as GoFood, GrabFood, and Shopee Food made it easier for customers to access products, resulting in a rise in online orders. External factors, such as the post-pandemic economic recovery and

shifting consumer behavior towards convenience and digital purchasing, also played a crucial role in this growth.

4. Conclusion

SFC Dobel Tree effectively implemented a marketing strategy using the 7Ps Marketing Mix, focusing on product, price, promotion, place, process, people, and physical evidence. Key innovations, such as the introduction of Bojonegoro's signature chili sauce, successfully captured local consumer interest and enhanced brand reputation through a focus on product quality, health, and customer comfort.

Digital marketing efforts on platforms like Instagram and TikTok increased brand visibility and expanded the customer base. Partnerships with online delivery platforms such as GoFood, GrabFood, and Shopee Food further boosted sales by improving product accessibility. Among the Marketing Mix elements, product innovation played a crucial role, with the unique chili sauce distinguishing SFC Dobel Tree from competitors. Promotion, particularly through social media and attractive packages, also significantly drove consumer engagement and sales growth. The increase in monthly revenue from IDR 3,000,000 in 2021 to IDR 24,000,000 in 2023 highlights the success of product innovation, digital marketing, and the adoption of automated payment systems like QRIS. Shifts in consumer behavior toward online purchasing and cashless transactions, especially in the post-pandemic period, were key contributors to this success, along with external factors like economic recovery.

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