

Original Article

Analysis of Marketing Strategy Implementation in the Post-COVID-19 Pandemic Era: A Case Study of UD Melona Baba Enrekang

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Abstract: Due to the pandemic, Micro, Small and Medium Enterprises (MSMEs) were extremely affected when it came time to improve their business abilities. With this study, we examined how marketing strategies can be applied in the post-COVID-19 era and discovered a gap between internal-factors and external-factors to analyze appropriate alternative marketing strategies for MSMEs. The research was carried out at UD Melona Baba, an MSME in Enrekang. The present study used a descriptive qualitative design. Through observation, documentation, interviews and questionnaires, primary and secondary data were collected. The data were analysed using the 7P marketing mix and SWOT analysis. After listing both internal and external factors through the 7P marketing mix, Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), MSME's position in the SWOT quadrant was discovered. Marketing strategy results show that UD Melona Baba in post COVID-19 era is located In Quadrant 1, where conditions are positive and optimistic. This indicates that the MSME has a strong internal position and excellent external opportunities. Alternative strategies are to increase production capacity, focusing on the quality of products produced, optimize marketing activities through technological advancement and expand business networks. This study revealed the adaptation of UD Melona Baba to adapt to post-COVID-19 changes.

Keywords: Marketing Strategy, 7P Marketing Mix, SWOT Analysis, Post-COVID-19, UD Melona Baba.

I. INTRODUCTION

Indonesia's economy faces various challenges, including increasing poverty, declining income, rising debt, population growth, and unequal access to quality education, which may affect employment opportunities. In the era of the Fourth Industrial Revolution, digital disruption has also become one of the major challenges affecting economic activities. In this context, the creative economy plays an important role in supporting national economic development. The culinary, craft and fashion sectors are some of the most vibrant creative industries with significant contributions to domestic economic activities. The government of Indonesia does not stop developing initiatives to boost economic growth through innovation, adaptation and collaboration. An example of this initiative is the creative economy through Micro, Small and Medium Enterprises (MSMEs) (UNY, 2022).

Soejipto believes MSMEs are among the key pillars of the Indonesian economy. Indonesia alone, according to data owned by the Ministry of Cooperatives and SMEs, has approximately 64.2 million MSMEs that contribute 61.07% of Indonesia's national Gross Domestic Product (GDP) or about IDR8,573.89 trillion, through revenue generated from business activities in this matter. Approximately 97 percent of the total workforce is in MSMEs, while they accounted for up to 60.4% of total investment (Minister for Economy No. MSMEs are very substantial to the national economy; therefore, augmentation of their capacity and competitiveness is needful. Well-managed micro, small and medium enterprises (MSMEs) with increased competitiveness in an increasingly dynamic business environment have the potential to continue surviving but also competing.

Low stands for Micro, Small and Medium Enterprises (MSMEs) that have been facing even more difficult times, especially in Enrekang Regency due to environmental and economic changes like climate change or the COVID-19 pandemic, which started at the beginning of 2020. These developments have created a complex economic environment that mandates entrepreneurs and MSME proprietors to trim their operations according to the ever-changing surroundings. Business agents need to stay skilled in the mechanical headway, market changes and an additional tortuous rivalry. That said, not all MSME actors are equipped or willing to respond to the dynamic landscape.

UD Melona Baba Enrekang is a Micro, Small and Medium Enterprise (MSME) business in the processing of livestock products, especially cow's milk. This business is engaged in the processing of dangeke products with several variants and



markets its products both domestically and abroad. But the COVID-19 pandemic had a tremendous influence on UD Melona Baba Enrekang's business processing. The number of MSME actors who declare that they were affected by the COVID-19 crisis has reached more than 37000 (Sugiri, 2020).

MSMEs play an important role in promoting business growth and contributing to economic development. Therefore, it is necessary to analyze the implementation of appropriate marketing strategies that can support the sustainability and competitiveness of MSMEs in the post-pandemic era. Based on these considerations, this study is entitled "Analysis of Marketing Strategy Implementation in the Post-COVID-19 Pandemic Era: A Case Study of UD Melona Baba Enrekang."

II. LITERATURE REVIEW

A) *Marketing Strategy*

The marketing strategy is a part of the business management process that aims to help an organization achieve its goals and targets through market analysis and planning. Strategy is analyzing the relationship of a company to its environment, strengths and weaknesses relative to opportunities and threats in the business landscape, outputting a product-market strategy that best melds internal capabilities with external opportunity. Marketing strategy is the marketing logic by which a business unit hopes to achieve its overall goals and objectives (Kotler & Armstrong in Hidayatullah, 2014). In like manner, Yulianti and Lamsah (2019) stated that marketing strategy is a decision-making process on how much to spend for some total amount across the factors which are collectively referred to as the marketing mix, whereby resources are allocated by management in response to anticipated environmental and business conditions, including competitive actions. According to Corey, as cited in Komari (2016), a marketing strategy consists of five related elements: market selection, product determination, pricing, distribution systems, and market communication. Therefore, an effective marketing strategy is necessary for businesses to identify market opportunities, respond to competition, and achieve sustainable growth.

B) *Marketing Mix*

The marketing mix refers to a set of marketing tools used by a company to achieve its marketing objectives. Traditionally, the marketing mix consists of product, price, place, and promotion. However, the concept has been expanded to the 7P marketing mix, which also includes people, process, and physical evidence. According to Kotler and Armstrong, as cited in Bahwiyanti and Sugiannor (2018), the elements of the 7P marketing mix are described as follows:

- **Product:** Product refers to the goods or services offered by a business to meet customer needs and wants. Product management includes planning, developing, modifying, and improving products or services to meet market demands.
- **Price:** Price refers to the amount of money customers pay for a product or service. Pricing decisions involve determining an appropriate price, discounts, payment terms, transportation costs, and other related factors.
- **Place:** Place refers to the selection and management of distribution channels used to deliver products or services to target markets. It also involves developing effective distribution systems and ensuring that products are accessible to consumers.
- **Promotion:** Promotion refers to activities used to inform, persuade, and remind consumers about products or services. Promotional activities may include advertising, personal selling, sales promotion, and public relations.
- **People:** People refer to individuals who play an important role in delivering products or services and influencing customer perceptions. This element includes employees, consumers, and other individuals involved in the service delivery process. Employee attitudes, behavior, appearance, and communication may influence customer satisfaction.
- **Process:** Process refers to the procedures, mechanisms, and activities involved in delivering products or services to customers. An effective process can improve service efficiency and enhance customer satisfaction.
- **Physical Evidence:** Physical evidence refers to tangible elements that influence consumers' perceptions and purchasing decisions. These elements may include the business environment, buildings, equipment, facilities, logos, packaging, and other physical attributes associated with the product or service.

C) *SWOT Analysis*

SWOT analysis is a strategic planning tool used to evaluate internal and external factors affecting an organization. SWOT represents Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses represent internal factors that may influence the performance of a business, whereas opportunities and threats represent external factors that may affect business development and competitiveness. By analyzing these factors, businesses can develop appropriate strategies based on their internal capabilities and external conditions.

The SWOT matrix is used to formulate four alternative strategies:

- **SO Strategy:** The SO strategy uses internal strengths to take advantage of external opportunities.
- **WO Strategy:** The WO strategy aims to overcome internal weaknesses by utilizing available external opportunities.
- **ST Strategy:** The ST strategy uses the company's strengths to minimize or overcome external threats.
- **WT Strategy:** The WT strategy aims to minimize internal weaknesses and avoid external threats.

The SWOT analysis matrix used in this study is presented in Table 1.

Table 1: SWOT Analysis Matrix		
EFAS Key Factors EFAS	STRENGTHS (S) (Determine 1-10 internal strength factors)	WEAKNESSES (W) (Determine 1-10 internal weakness factors)
OPPORTUNITIES (O) (Determine 1-10 external opportunity factors)	SO STRATEGY List of strengths to take advantage of the opportunities that exist	WO STRATEGY Register to minimize weaknesses by taking advantage of existing opportunities
THREATS (T) (Determine 1-10 external threat factors)	STRATEGY List of forces to avoid threats	WT STRATEGY Create strategies that minimize weaknesses and avoid threats

Source: Rangkuti, 2017

The position of the business within the SWOT quadrant can be used to determine the most appropriate strategic direction. The SWOT quadrant used in this study is presented in Figure 1.

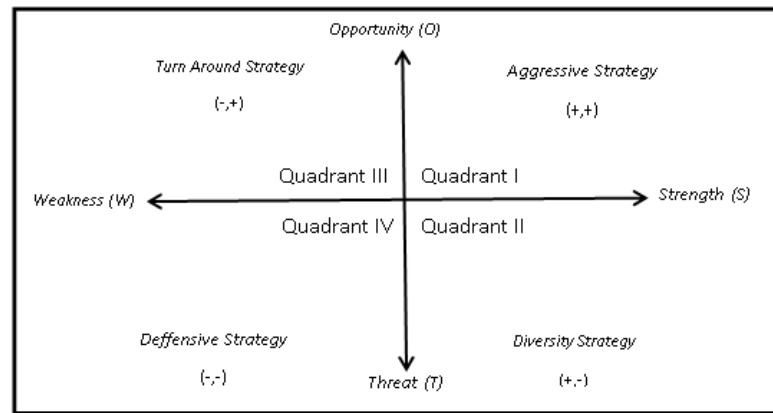


Figure 1. SWOT Quadrant (Kosasih, 2021)

D) COVID-19 Pandemic

COVID-19 is the disease associated with an infection by a type of virus called SARS-CoV-2. The COVID-19 pandemic has had a huge social and economic impact globally. The pandemic impacted several sectors of the economy and had great implications for how many businesses, including MSMEs, operated and sustained themselves through this period.

Some of the economic impacts that have occurred during the COVID-19 pandemic include disruptions in goods supply, decreased tourism activities and increases in poverty rate as well as unemployment (Maimunah 2022). Such circumstances pushed businesses to modify almost every aspect of their operations and marketing approach needed for their continuity and competitive sustainability.

E) Micro, Small, and Medium Enterprises (MSMEs)

Micro, Small and Medium Enterprises (MSMEs) are business entities that can be categorized as per several criteria such as number of employees and amount of capital.

Micro, small and medium enterprises (MSMEs), according to the World Bank, can be classified based on several characteristics, namely: number of employees; business scale; and other rapid growth potential but having very limited expansion capacity (LPPI 2015).

Based on their level of development, Septiana (2016) classifies MSMEs into four groups:

- Livelihood Activities
- Micro Enterprises
- Small Dynamic Enterprises
- Fast-Moving Enterprises

In Indonesia, MSME criteria have been regulated based on assets and annual turnover. The classification used in this study refers to the relevant provisions concerning MSMEs.

Table 2: MSME Criteria Based on Assets and Annual Turnover

Description	Asset	Turnover
Micro business	Max. Rp. 50 million	Max. IDR 300 Million
Small business	>Rp 50 million – 500 million	>Rp 300 million – 2.5 billion
Medium Enterprise	>Rp 500 million - < 1 billion	>Rp 2.5 billion-50 billion

Source: Law No. 20 of 2008 in Handini et al, 2019

In addition to assets and turnover, the Central Statistics Agency (BPS) classifies business entities based on the number of employees.

Table 3: MSME Criteria Based on the Number of Employees

MSME group	Total manpower
Micro business	Less than 4 people
Small business	5 to 19 people
Medium Enterprise	20 to 99 people

F) METHODS

This study employed a descriptive qualitative research approach. The research was conducted at UD Melona Baba Enrekang, an MSME located in Enrekang Regency, South Sulawesi, Indonesia. The study involved six informants who were selected based on their relevance to the research objectives and their knowledge of the business. Data included primary and secondary data. Data were collected through interviews and observations (primary), along with supporting documents such as the company profile document, etc.

Methods for data collection included interviews, observations and documentation. We interviewed them to get information on how marketing strategy is implemented and the internal as well as external conditions of the business. Observations were conducted to examine the business activities and marketing practices of UD Melona Baba Enrekang, while documentation was used to obtain supporting information relevant to the study.

The data were analyzed using a descriptive qualitative approach combined with marketing strategy analysis. The analysis consisted of the following stages:

- Marketing Mix Analysis: The 7P marketing mix analysis was used to identify the internal marketing conditions of UD Melona Baba Enrekang. The analysis included product, price, place, promotion, people, process, and physical evidence.
- SWOT Analysis: SWOT analysis was used to identify the internal strengths and weaknesses as well as the external opportunities and threats faced by the business.
- IFAS and EFAS Analysis: The Internal Factor Analysis Summary (IFAS) was used to evaluate the internal strengths and weaknesses of the business. The External Factor Analysis Summary (EFAS) was used to evaluate external opportunities and threats.
- Determination of Strategic Position: The results of the IFAS and EFAS analyses were used to determine the position of UD Melona Baba Enrekang within the SWOT quadrant. The strategic position was subsequently used to formulate appropriate alternative marketing strategies for the business.

III. RESULTS AND DISCUSSION

A) Result

In this study, the analysis process went through 2 stages, namely as follows:

a. Input stage

The following are ways to determine Internal Strategic Factors (IFAS) and External Strategic Factors (EFAS):

1. List them in column 1 (5 to 10 strengths and weaknesses or opportunities and threats).
2. Give each factor a weight, ranging from 1.0 (very important) to 0.0 (not important). These factors are likely to have an impact on strategic factors.
3. Calculate the rating for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor) based on the influence of these factors on the condition of the company concerned. The rating value for the strength or opportunity factor is positive (the bigger it is given a +4 rating, but if it is small, it is given a +1 rating). Giving a rating of weakness or threat is the opposite. For example, if the value of the weakness or threat is very large, the rating is 1. Conversely, if the value of the weakness or threat is small, the rating is 4.
4. to obtain the weighting factor in column 4. The result is a weighted score for each factor whose value varies from 4.0 (outstanding) to 1.0 (poor).

5. Add up the weighting scores (in column 4), to obtain the total weighting score for the company concerned. This total value shows how a particular company reacts to its internal or external strategic factors. This total score can be used to compare this company with other companies in the same industry group.

b. Matching Stage

Table 4: SWOT Analysis Matrix

IFAS Key Factors EFAS	STRENGTHS (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	SO STRATEGY Increase production capacity; utilize digital marketing; strengthen distribution networks; develop product variants.	WO STRATEGY Improve packaging consistency; strengthen brand awareness; improve online response; optimize e-commerce utilization.
THREATS (T)	ST STRATEGY Maintain product quality; strengthen raw-material relationships; optimize cost efficiency; differentiate products.	WT STRATEGY Improve distribution management; control production costs; strengthen digital sales systems; mitigate raw-material risks.

Source: Dissecting Business Case Techniques SWOT Analysis (Rangkuti, 2017)

B) Discussion

a. Overview of UD Melona Baba Enrekang

UD Melona Baba Enrekang is an MSME engaged in the processing of livestock products, particularly cow's milk. The business produces and markets dangke, a traditional speciality food from Enrekang made from processed cow's milk. UD Melona Baba Enrekang offers halal products in several variants. The organizational structure consists of the owner and personnel responsible for finance, raw materials, production, and marketing.

The products of Melona Baba Enrekang SMEs are as follows:

Table 5: List of Products Melona Baba Enrekang SMEs

No.	Product	Unit price
1	Dangke	Rp. 35,000
2	Dangke Chips	Rp. 15,000
3	Pasteurized Milk	Rp. 12,000

Source: Primary Data Processed, 2022

IV. MARKETING MIX STRATEGY ANALYSIS

A) Marketing Mix Strategy Analysis

a. Product

The main product of UD Melona Baba Enrekang is dangke made from cow's milk. The product has a distinctive taste that differentiates it from competing products. In particular, the dangke produced by UD Melona Baba Enrekang does not have the slightly bitter taste commonly associated with the use of papaya latex during the processing of dangke. The product is made from fresh cow's milk obtained from dairy cattle on the same day.

Even the product UD Melona Baba Enrekang has a unique brand name "Melona" in which consumers are accustomed to remembering that this darnke is called Dangke Melona. Minimum: The product logo consists of many elements, namely dangke, mountains and dairy cattle. The mountain symbol reflects this area of Enrekang Regency, and the dairy cattle symbol represents fresh milk as the main raw material in the production process.

UD Melona Baba Enrekang offers three types of products made from cow's milk. Dangke is the main product, while dangke chips and pasteurized milk are product innovations developed from the same raw material. Pasteurized milk is available in several flavors.

b. Price

UD Melona Baba Enrekang sets prices for its products based on production costs, consumer purchasing power and industry competitiveness.

First, prices for agricultural products are adjusted to reflect shifts in the cost of sourcing raw materials, specifically fresh cow's milk. In addition, the business must also reserve funds to maintain dairy cattle at all times to have milk available and of good quality when producing food.

Second, pricing considers the target consumers' purchasing power and their willingness to purchase dangke products. This consideration enables the business to offer prices that are relatively affordable for its target market.

Third, the business considers the prices offered by competitors producing similar products. Competitor prices are used as a reference in determining appropriate and competitive selling prices.

c. Place

UD Melona Baba Enrekang is located on the Sidrap–Enrekang–Tator route in Cendana Village, Cendana District, Enrekang Regency. The location is considered strategic because the sales outlet is situated along a major road crossed by interregional transportation. The business also uses a large signboard, making the outlet relatively easy for consumers to identify.

The resources of raw materials are sufficient to produce the offer. The fresh cow's milk is obtained from the Tallang Baba Dairy Farmers Group, located close to the UD Melona Baba Enrekang outlet. This proximity helps in obtaining fresh raw materials and aids production.

Land transportation consists of motorcycles and cars for product distribution. Air transport is also used for deliveries to destinations outside the province and overseas, such as in Malaysia.

d. Promotion

The promotional activities of UD Melona Baba Enrekang consist of personal selling, direct marketing, and advertising.

- Personal Selling: UD Melona Baba Enrekang regularly participates in various events, including exhibitions, workshops, and seminars. Participation in these activities provides opportunities for the business to introduce its products directly to potential consumers and expand its market network.
- Direct Marketing: Direct marketing is conducted when consumers visit the sales outlet to make purchases. During the purchasing process, employees may also introduce other products offered by the business to encourage consumers to try additional products.
- Advertising: UD Melona Baba Enrekang utilizes social media as a promotional medium to introduce and market its products. The platforms used include Instagram, Facebook, Twitter, and WhatsApp. The use of social media enables the business to reach consumers beyond its physical sales location.

e. People

Employees play an important role in providing services to consumers. UD Melona Baba Enrekang emphasizes fast and accurate customer service while maintaining product quality and taste. Good service is expected to encourage customer satisfaction and repeat purchases.

Maintaining good relationships with consumers is important for the continued development of the business. Customer satisfaction and repeat purchases can support the expansion of the business network into different regions.

f. Process

UD Melona Baba Enrekang applies a pre-order system to facilitate the purchase and delivery of dangke products. Consumers can place orders through WhatsApp, Instagram, and Shopee. The pre-order system allows orders to be collected and delivered simultaneously, which can help reduce delivery costs.

At the sales outlet, consumers can easily select the products they want because the available products are displayed in the sales area. Consumers can also directly observe the production process of dangke products. This provides consumers with direct information about how the products are processed.

g. Physical Evidence

The physical environment of UD Melona Baba Enrekang has distinctive characteristics. The exterior walls feature a black-and-white dairy cattle pattern, while the interior uses green elements that create a natural atmosphere.

UD Melona Baba Enrekang operates two outlet buildings located close to each other. The available space can accommodate visitors and may also function as a resting area for consumers or travelers from outside the region who pass through the area.

In addition to an attractive spatial arrangement, cleanliness is an important aspect of the physical environment. Maintaining cleanliness can improve consumer comfort and contribute to a positive perception of the business and its products.

B) Swot Analysis

Based on the results of the study, Melona Baba SMEs have two factors, namely internal factors and external factors. Identification of internal and external factors is needed to determine the right strategy for the company in order to maximize its strength factors and take advantage of its opportunities and minimize its weaknesses and threats. The following is a table of internal and external factors from Melona Baba Enrekang SMEs.

Table 6: Internal Factors of Melona Baba Enrekang SMEs

No	Internal factors
	Strength
1.	Products made from healthy raw materials
2.	The main raw materials are easy to obtain
3.	Distinctive product variants
4.	Affordable prices for consumers
5.	Strategic business location
6.	Various promotional media
	Weaknesses
1.	Don't have a big brand yet
2.	The use of product packaging is still not completely consistent
3.	Dangke products are less familiar in the eyes of the public
4.	Response to online orders is still slow
5.	Distribution delay
6.	The use of e-commerce has not been maximized

Source: Primary Data Processed, 2022

Table 7: External Factors of Melona Baba Enrekang SMEs

No.	External Factors
	Opportunity
1.	The demand for dangke processed products continues to increase
2.	Technological advances have a good impact on product marketing
3.	Wide market share
4.	Presence of business partners (distributors)
5.	Good relationship with <i>suppliers</i>
6.	Increased government attention to businesses in the creative economy.
	Threats
1.	Many similar products
2.	Unstable raw material prices
3.	Increase in electricity and fuel tariffs
4.	Product consignment
5.	Production and administrative cost structure
6.	Extreme environmental conditions

Source: Primary Data Processed, 2022

After identifying the internal and external factors, a table of IFAS and EFAS was compiled to analyze the factors that have an influence in formulating strategies for Melona Baba Enrekang SMEs.

Table 8: IFAS Matrix

No	Internal Strategy Factor	Weight	Rating	Score (WeightxRating)
A.	Strength			
1	Products made from healthy raw materials	0.07	4	0.28
2.	The main raw materials are easy to obtain	0.07	4	0.28
3.	Distinctive product variants	0.09	3	0.26
4.	Affordable prices for consumers	0.09	3	0.26
5.	Strategic business location	0.09	3	0.26
6.	Various promotional media	0.09	3	0.26
	Total	0.48		1.59
B.	Weaknesses			
1.	Don't have a big brand yet	0.09	1	0.09
2.	The use of product packaging is still not completely consistent	0.09	2	0.17
3.	Dangke products are less familiar in the eyes of the public	0.09	1	0.09

4.	Response to online orders is still slow	0.09	2	0.17
5.	Distribution delay	0.09	2	0.17
6.	The use of e-commerce has not been maximized	0.09	2	0.17
	Total	0.52		0.86
		1		2.45
	(Total Strength Score – Weakness Total Score)			0.72

Source: Primary Data Processed, 2022

Based on Table 8, the total score of the IFAS SMEs matrix of Melona Baba is 2.45. According to (Rangkuti, 2017), if the score obtained is 1.00 to 1.99, it indicates a weak internal position. A score of 2.00 to 2.99 indicates an average. A score of 3.00 to 4.00 indicates a strong internal position. Looking at the total score of 2.45, it can be concluded that Melona Baba SMEs is currently in an average position because the company's internal conditions are at the average value. The results above show that SMEs are relatively ordinary in utilizing the various strengths they have.

Table 9: EFAS Matrix

No.	External Strategy Factors	Weight	Rating	Score (BobotxRating)
A.	Opportunity			
1.	The demand for packaged processed products continues to increase	0.06	4	0.23
2.	Technological advances have a good impact on product marketing	0.09	4	0.38
3.	Wide market share	0.06	3	0.17
4.	Presence of business partners (distributors)	0.09	4	0.38
5.	Good relationship with suppliers	0.09	3	0.28
6.	Increased government attention to businesses in the creative economy.	0.09	4	0.38
	Total	0.49		1.81
B.	Threats			
1.	Many similar products	0.09	2	0.19
2.	Unstable raw material prices	0.09	2	0.19
3.	Increase in electricity and fuel tariffs	0.09	2	0.19
4.	Product consignment	0.08	2	0.15
5.	Production and administrative cost structure	0.09	1	0.09
6.	Extreme environmental conditions	0.06	1	0.06
	Total	0.51		0.87
		1		2.68
	(Total Opportunity Score – Total Threat Score)			0.94

Source: Primary Data Processed, 2022

Based on Table 9. According to Rangkuti (2017), if the score obtained is 1.00 to 1.99, it indicates a weak external position. A score of 2.00 to 2.99 indicates an average. A score of 3.00 to 4.00 indicates a strong external position. The result of the total weighted score is 2.68; it can be said that the MSME strategy is relatively ordinary in managing opportunities. Melona Baba Enrekang SMEs must anticipate various kinds of threats from the environment outside the business.

SWOT diagram analysis is based on the results of the recapitulation of the calculation of weights and ratings on the Internal Strategy Factor Matrix (IFAS) and External Strategy Factor (EFAS). The results of the calculation of the SWOT diagram coordinates have positive values for both the X-axis and Y-axis, with the values $X = 0.72$ and $Y = 0.94$. The results of these two values are both positive; this indicates that the position of Melona Baba SMEs is in quadrant I. The SWOT diagram of Melona Baba SME's can be seen in the following figure.

Based on the results of the SWOT diagram analysis, the X and Y axes can be obtained. The straight line in the SWOT quadrant shows the coordinates in the position of quadrant I. Quadrant I is a favorable situation where Melona Baba Enrekang SMEs have strengths and opportunities that can be exploited so that they are suitable for using an SO strategy or *Strength-Opportunities* to develop business and are supported by an aggressive growth strategy or *Growth Oriented Strategy*. However, MSMEs must not be careless and must continue to be vigilant and try to minimize every threat they face.

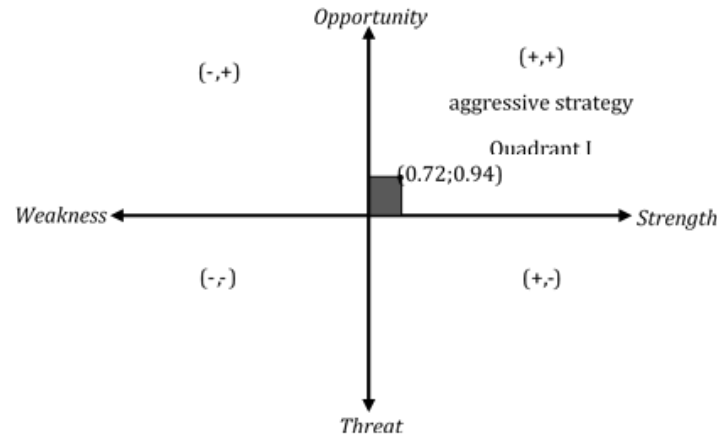


Figure 2. SWOT Quadrant

IV. CONCLUSION

This study concludes that UD Melona Baba Enrekang has a favorable strategic position in the post-COVID-19 business environment. Based on the corrected IFAS and EFAS calculations, the business is positioned in Quadrant I of the SWOT matrix, with coordinates of $X = 0.72$ and $Y = 0.94$. This position indicates that the business has internal strengths that can be utilized to take advantage of external opportunities.

Accordingly, an SO strategy with an aggressive growth orientation is considered appropriate. The recommended strategies include increasing production capacity, maintaining and improving product quality, strengthening digital marketing activities, optimizing e-commerce utilization, and expanding business networks and distribution partnerships. These strategies can support the competitiveness and sustainability of UD Melona Baba Enrekang in responding to changing market conditions.

Interest Conflicts

The author(s) declare(s) that there is no conflict of interest concerning the publication of this paper.

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