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Analysis of The Implementation of Marketing Strategies in Supporting Sustainable Business Development in Abon Ayam Bunda Putra Businesses in Mamuju City

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Abstract: This study aims to analyze and develop a sustainable business marketing strategy for the Abon Ayam Bunda Putra Business in Mamuju City to improve its competitiveness and sustainability. The main problems faced are a simple marketing strategy, suboptimal use of digital marketing media, and inconsistent brand identity management, resulting in limited market reach and suboptimal business growth. This study used a Research and Development (R&D) approach with qualitative methods. Data were collected through observation, interviews, and documentation involving the business owner, employees, and customers. The analysis was conducted by reviewing existing marketing conditions and linking them to the concept of sustainable business, which encompasses economic, social, and environmental aspects. The results show that the business's marketing strategy is still dominated by direct sales and customer recommendations, while digital marketing has not been managed in a structured and sustainable manner. Furthermore, limited human resources also affect the effectiveness of marketing management. Therefore, it is necessary to develop a more targeted marketing strategy through strengthening branding, optimizing digital media, and improving the quality of human resources. The developed sustainable business marketing strategy is expected to expand market reach, increase product competitiveness, and support long-term business sustainability.

Keywords: Chicken Floss; Digital Marketing; Marketing Strategy; MSMEs; Sustainable Business.



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A. Introduction

Current global challenges, such as climate change, environmental degradation, and social inequality, are pushing MSMEs to reassess their business strategies. A sustainable business model exists as an approach that integrates economic, social, and environmental aspects to create long-term value for the company, society, and the environment (Rapida, 2024). According to Law Number 20 of 2008, businesses categorized as Micro, Small, and Medium Enterprises (MSMEs) are a key pillar in realizing equitable national economic development, as they are oriented toward developing business activities to strengthen the national economy (Damayanti, 2023).

The use of digital technology in business activities, such as social media and digital marketing, makes it easier for businesses to reach a wider market, even globally, for both product promotion and sales (Agus et al., 2020). Technology is considered effective and efficient, especially for consumers with limited time or who cannot transact in person, as purchases can be made through devices such as computers or smartphones (Zsazsa & Prayoga, 2026). According to Sapthiarsyah and Junita (2024), online platforms allow consumers to easily obtain product information without having to visit a store in person. This eliminates the constraints of time and space, opening up opportunities to reach a wider market, including the global market.

Chicken floss is a processed product with significant market potential, given its position as a favorite food of the Indonesian people (Paramastuti et al., 2025). In Mamuju City, this product is not only consumed for daily needs but also has the potential to be developed as a leading commodity to drive regional economic growth. However, this potential has not been maximized, especially in the use of digital technology as a marketing medium. According to the 2023 West Sulawesi Province Sectoral Statistics Data Book, poultry meat production (free-range chickens, laying hens, and broilers) in Mamuju Regency was recorded at 1,358,674 free-range chickens, 57,521 laying hens, and 624,883 broilers. This data indicates that the availability of raw materials in the form of chicken meat has significant potential for utilization in the development of processed

businesses. High chicken meat production in Mamuju Regency indicates significant opportunities in the availability of raw materials for the development of processed businesses, such as chicken floss.

In the chicken floss business in Mamuju City, the challenges faced relate to low competitiveness. Many businesses still use traditional marketing methods, thus limiting their ability to reach a wider market. One of the businesses targeted in this study is the Abon Ayam Bunda Putra Business in Mamuju City. Initial observations on November 8, 2025, at 11:30 a.m. WITA (Central Indonesian Time), indicated that the main problem lies in the suboptimal implementation of marketing strategies. Despite updates to the product packaging and logo, the number of consumers has not significantly increased. This situation indicates that the problem lies not only with the product's visual aspects, but also with the overall marketing strategy, including promotion and media use. Sales activities are still carried out simply, and the use of social media and digital platforms as promotional tools is suboptimal, resulting in limited market reach. Therefore, improvement efforts focused on strengthening a more comprehensive marketing strategy are needed.

Abon Ayam Bunda Putra Business in Mamuju City shows significant potential for development, but still faces various challenges, particularly in marketing and resource management in the modern era. Despite maintaining product quality, limited marketing strategies are a limiting factor in increasing competitiveness and expanding the market. According to Wisudawaty et al. (2025), the sustainability of a business is largely determined by the implementation of appropriate strategies and development efforts to ensure optimal growth and competition. Strategy is now a systematically formulated concept to support the achievement of organizational goals. Essentially, strategy emphasizes the ability to differentiate from competitors in the same industry to gain a competitive advantage (Safitri & Nugroho, 2023). Business actors' efforts to maintain and simultaneously develop their business depend heavily on the strategy implemented.

This research aims to identify and develop a business model that can increase marketing

effectiveness while supporting business sustainability. Studying sustainable business-based marketing strategies is crucial to ensure business survival and optimal growth in the long term. Therefore, this research, titled "Analysis of the Implementation of Marketing Strategies in Supporting Sustainable Business Development in Abon Ayam Bunda Putra Businesses in Mamuju City," is expected to contribute to the development of a sustainable business model for the business.

B. Literature Review

1. Marketing Strategy

Marketing strategy can be understood as a managerial process aimed at addressing various marketing issues while supporting strategic decision-making (Syam et al., 2022). Each management function contributes to strategy development at various organizational levels. The marketing function interacts most frequently with the external environment, although companies cannot fully control these external factors (Syam et al., 2023). Increasing business competition encourages MSMEs to develop structured marketing strategies to maintain market sustainability. Effective strategy implementation is a crucial factor in increasing competitiveness and increasing the chances of success in a competitive business environment. According to Jufri et al. (2024), marketing strategy includes determining target market segments, formulating a marketing mix, and managing the marketing budget to achieve predetermined sales targets.

Marketing strategy plays a crucial role in the success of a business because it is a key component in realizing a pre-developed business plan (Syam et al., 2024). This success can be achieved when a company is able to maintain and increase sales of the products or services it offers. Implementing an appropriate, targeted marketing strategy that capitalizes on market opportunities will help a company strengthen and maintain its position in the market (Najib & Tahir, 2026). Analysis tools include SWOT, PESTLE, Porter's Five Forces, and the Value Proposition Canvas, while implementation tools include the Marketing Plan, Marketing Mix, Marketing Campaign, and Marketing Analytics (Munir et al., 2022). Among these tools, SWOT

and the Marketing Mix are the most widely used (Ramli et al., 2024).

2. Sustainable Business Model

A sustainable business model is a business approach that integrates active multi-stakeholder management and creates value that is not only financial but also non-financial for various parties, with a long-term orientation (Rathobei et al., 2024). This model differs from conventional business models primarily in two key aspects: a value orientation that encompasses all stakeholders and a value capture process that focuses not only on financial profit but also on non-financial value (Neesham et al., 2023). In contrast, conventional business models emphasize value creation for shareholders and the acquisition of financial value. Value capture itself can be understood as the process of converting a portion of the value generated for stakeholders into value that can be utilized by the company (Sebrina et al., 2024).

Sustainable business model is oriented toward value creation that is not only intended for shareholders, but also for all stakeholders. Furthermore, this model seeks to balance economic and non-economic objectives to support long-term business sustainability (Nabilla & Tuasela, 2021). This model emphasizes the balance of three main aspects: economic, social, and environmental, which are integrated as a basis for maintaining business continuity (Nikmah & Magfiroh, 2023).

These three aspects are interrelated and serve as the primary foundation for building a sustainable business model. A balance between economic, social, and environmental aspects is necessary to ensure that business activities are not merely focused on profit but also on social responsibility and environmental sustainability. Through economic considerations, companies can maintain stability and efficiency in resource management, thereby ensuring business continuity.

Implementing a sustainable business model makes companies more adaptable to complex environmental conditions and enables them to maintain sustainable competitiveness. Currently, more and more companies are implementing sustainability principles to enhance social and environmental responsibility while maintaining

profitability. Therefore, sustainability-oriented innovation needs to be continuously developed to align business objectives with sustainability principles and strengthen competitive advantage (Rusliani et al., 2022). Sustainability practices can help companies increase competitiveness while optimizing operational efficiency. Furthermore, innovation is a crucial element in building a sustainable competitive advantage.

3. Research and Development (R&D)

Research and development (R&D) is a methodological approach aimed at generating innovations in the form of products, models, or strategies, and testing their effectiveness in real-world implementation (Syahrul et al., 2025). In business, particularly in MSMEs, R&D is not simply understood as the process of creating or developing physical products (Syahrul et al., 2025). R&D also encompasses the development of operational systems, marketing strategies, business processes, and the design of sustainable business models that support increased competitiveness and business sustainability. According to Akbar and Haryanto (2020), research and development (R&D) approach provides researchers with the opportunity to integrate conceptual frameworks with practical conditions in the field, ensuring that the results are applicable and tailored to the needs and characteristics of business actors.

According to Borg and Gall in Purba (2024), there are ten stages in a Research and Development (R&D) study, which can be explained as follows:

- a. Research and Data Collection.
- b. Planning.
- c. Initial Product Development.
- d. Initial Product Trial/Limited Trial.
- e. Initial Product Refinement.
- f. Wider Field Trial.
- g. Product Refinement Based on Wider Field Trial Results.
- h. Final Product Trial.
- i. Final Product Revision or Refinement.
- j. Dissemination and Implementation

In marketing, R&D is used as a strategic framework to develop and refine marketing strategies that adapt to the dynamics of the business environment. These strategies are designed based on in-depth analysis of market conditions, consumer behavior, and the level of

business competition. According to Lestari et al. (2024), marketing strategies for MSMEs designed through the use of market research and product innovation have been proven to improve target market accuracy and strengthen business competitiveness sustainably.

In the processed food industry, particularly the chicken floss industry, a Research and Development (R&D) approach plays a crucial role. This situation is influenced by high competition between similar products, fluctuating raw material prices, and increasing demands for quality and food safety standards that must be met by business actors. Putri et al. (2021), state that business sustainability in the processed food sector is largely determined by the ability to innovate products, the level of operational efficiency, and the capacity of business actors to adapt their business strategies to market dynamics and applicable regulations. In the context of sustainable business, Research and Development (R&D) plays a role in integrating economic, social, and environmental aspects in formulating marketing strategies (Schaltegger & Wagner, 2011). The resulting strategies focus not only on increasing sales but also on balancing business sustainability and social responsibility. Suryani and Hendryadi (2020), emphasize that a Research and Development (R&D) approach to MSME marketing is expected to produce strategies that are not only oriented toward sustainability but also provide long-term added value for business development.

C. Methods

This study employed a Research and Development (R&D) approach with qualitative methods. The aim was not only to analyze the current marketing strategy but also to develop a sustainable business-based marketing strategy tailored to business needs. The qualitative approach was chosen because it provides a deep understanding of the real-world conditions, particularly the marketing challenges faced by Abon Ayam Bunda Putra Business on Mamuju-Kalukku Street, Mamunyu, Mamuju District, Mamuju Regency, West Sulawesi.

The research design adheres to the 4D development model, which consists of the define, design, develop, and disseminate stages. The

define stage identified key issues within the marketing strategy, such as limited digital media utilization and suboptimal branding management. The design stage then developed a sustainable business-based marketing strategy tailored to the business's specific needs. In the develop stage, researchers developed a marketing strategy by strengthening brand identity, optimizing digital media, and improving human resource quality. The final stage, disseminate, outlined the results of the strategy development to business owners (Natalia et al., 2025).

The subjects in this study include business owners, employees, and consumers who were selected using purposive sampling techniques so that the data obtained is in accordance with the research focus, while the object of the study is sustainable business marketing strategies. The data used consists of primary and secondary data, where primary data is obtained through observation, interviews, and documentation, while secondary data is obtained from literature and other supporting sources. Data collection techniques are carried out through direct observation of business activities, in-depth interviews with informants, and documentation of various relevant data. Data analysis is carried out qualitatively through the stages of data reduction, data presentation, and drawing conclusions by linking business conditions to the concept of sustainable business that encompasses economic, social, and environmental aspects.

D. Result and Discussion

Results Interview

The results of this study were obtained through in-depth interviews with different indicators given to each informant. In the business owner indicator, the aspects studied include product strategy, pricing, promotion, and sustainable distribution based on the owner's role as the primary decision-maker in determining the overall direction of the business. Meanwhile, in the employee indicator, the analysis focused on operational aspects such as production processes, product quality, service, and involvement in product development, considering that employees play a direct role in the daily activities of the business even though they are not involved

in strategic decision-making. As for the customer indicator, the aspects studied include product assessment, price perception, accessibility, and promotional experience, because customers act as the final output recipients who assess business performance from a market perspective. The differences in indicators for each subject aim to obtain comprehensive data from three main perspectives: the strategic perspective of the owner, the operational perspective of employees, and the market perception of customers. The following are the results of interviews with the three informants:

1. Research Results of the Definition Stage (Define)

Based on interviews, observations, and documentation, it was discovered that Abon Ayam Bunda Putra Business primary strength lies in consistent product quality, from taste and texture to cleanliness. Selecting high-quality raw materials and a controlled production process are key factors in maintaining this quality. Furthermore, pricing is carefully determined, taking into account consumer purchasing power and market conditions, ensuring prices are affordable and reflect product quality.



Figure 2. Price List and Products of Abon Ayam Bunda Putra

Operationally, the production process has been running smoothly and according to standards, with employee involvement in maintaining product quality and consistency. Customer satisfaction is also high, as evidenced by positive reviews of the product's taste, price, and convenience. Furthermore, the payment system has been significantly developed, with the use of QRIS and ATM transfers facilitating transactions.



Figure 3. Production Process and QRIS Payment

However, the business still faces challenges in marketing and distribution. Promotional activities are still limited to WhatsApp and Facebook, and other digital platforms like Instagram, TikTok, and marketplaces have not yet been optimally utilized, resulting in limited market reach. Furthermore, the distribution system is still rudimentary and focused on local sales, preventing business expansion opportunities from being maximized. This feedback comes from several customers, who hope the business can more actively utilize other social media platforms like Instagram and TikTok, and integrate with e-commerce platforms to make products more accessible to a wider consumer base.

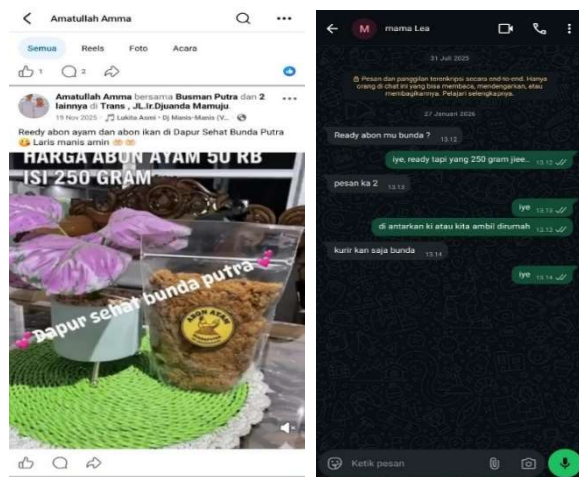


Figure 4. Promotional Media and Orders

The conclusions from the interviews at this stage indicate that Abon Ayam Bunda Putra Business primary strength lies in its product quality and well-maintained customer satisfaction levels.

However, its primary weaknesses lie in its marketing strategy and limited distribution expansion. This indicates that the business has significant potential for further growth, but has not yet fully capitalized on available opportunities, particularly in the current digital landscape.

2. Research Results of the Design Stage (Design)

The design phase is a continuation of the define phase, which aims to formulate concrete and applicable solutions based on the identified problems. It is known that Abon Ayam Bunda Putra Business has strengths in product quality and price, but is still weak in digital marketing and distribution aspects. Therefore, the designed strategy is focused on optimizing digital marketing through active and consistent use of social media, expanding sales by entering marketplace platforms so that market reach is not limited to local, and developing a distribution system through collaboration with expedition services and the establishment of a reseller network. Overall, this strategy design shows that strengthening digital marketing, utilizing e-commerce, and expanding distribution have great potential in driving business development to a wider market, with successful implementation highly dependent on consistency of implementation and the ability to adapt to technological developments and market needs.

3. Research Results of the Development Stage (Develop)

The development phase is the implementation of the strategy formulated in the design phase, carried out in stages, adapting to the conditions and capacity of Abon Ayam Bunda Putra Business. Implementation focused on three main aspects: digital marketing, e-commerce utilization, and distribution system development. In terms of digital marketing, the business began utilizing platforms like Instagram and TikTok more actively and consistently by presenting content that was not only promotional but also informative and engaging, such as production processes, customer testimonials, and product presentation variations, thereby increasing product interaction and visibility.

Furthermore, in terms of e-commerce, the business opened online stores on marketplaces like Shopee and Tokopedia, displaying products more professionally through high-quality photos, informative descriptions, and utilizing available promotional features to reach a wider consumer base, even beyond the region. Meanwhile, in terms of distribution, developments were made through collaboration with expedition services and improvements to packaging for safer long-distance shipping. Along with efforts to build a reseller network to expand market reach.

Overall, the strategy developed in the design phase was implemented effectively and resulted in positive changes to the business's development. The gradual implementation of digital marketing, e-commerce, distribution, and product innovation, if managed well, will successfully expand market reach. With consistent management and ongoing evaluation, Abon Ayam Bunda Putra business has significant potential to continue growing and become known not only in one city but also in other regions.

4. Research Results at the Dissemination Stage (Disseminate)

The dissemination phase is the dissemination and limited trial of the strategies designed in the previous phase. The purpose of this phase is to determine the extent to which the developed strategies can be implemented and to assess the business's readiness to adopt innovation, particularly in digital marketing. Based on the results of the trials, the strategy implementation has not been fully implemented. Of the several strategies developed in the design phase, only marketing optimization through the Instagram platform was successfully implemented. Meanwhile, the use of TikTok, e-commerce, and distribution system development have not yet been implemented at this stage.

Instagram implementation involves creating a business account with essential information in the bio, such as a link to WhatsApp, a business location (map), and a product catalog. This feature aims to make it easier for customers to access information, communicate, and place orders more conveniently. However, based on trial results, the increase in orders is still

predominantly through WhatsApp, rather than directly from Instagram. This indicates that Instagram's role at this stage is more of a gateway directing customers to WhatsApp, rather than a primary platform for attracting new customers.

The situation demonstrated in the field is due to suboptimal Instagram account management. The accounts created are not filled with engaging, informative, and consistent content, resulting in low visibility and reach. As a result, Instagram has not been able to significantly increase product awareness. Further analysis reveals that this limitation is related to low digital literacy among business owners and employees. The ability to manage social media, create content, and understand digital marketing strategies is still inadequate, resulting in the implementation of designed strategies being hampered.

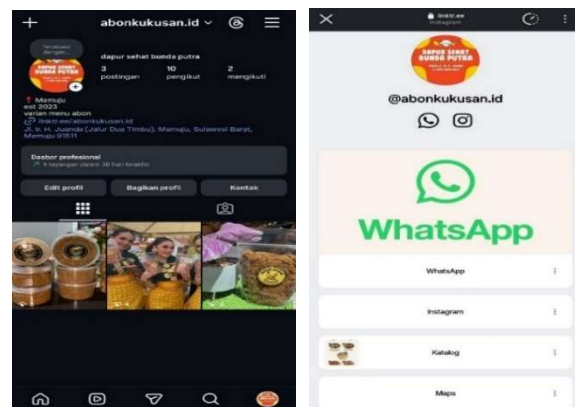


Figure 5. Marketing Implementation Through the Instagram Platform

These findings indicate that utilizing social media alone is insufficient to increase sales without effective management. The success of a digital marketing strategy is determined not only by sound planning but also by the ability of human resources to implement it optimally. Therefore, support in the form of training and mentoring in digital marketing, particularly related to content creation, social media management, and optimizing the use of various digital platforms, is necessary. With this capacity building, it is hoped that social media will not only function as a means of communication but also become a primary tool for attracting new customers and increasing sales volume.

The conclusions from this dissemination phase indicate that the designed strategy has good potential for business development, but its implementation is still suboptimal due to limitations in human resources. Improving digital competency is a key factor that needs to be prioritized for the strategy to be implemented optimally and sustainably.

Discussion of Research Results

This discussion describes in depth the results of research on sustainable business marketing strategies at Bunda Putra's Chicken Floss Business. Through this approach, it can be understood how marketing strategies are implemented in real life in daily business operational activities and how each business component contributes to its development process.

1. Define Stage as Identification of Initial Business Conditions

Based on the research findings, at the define stage, it was discovered that Abon Ayam Bunda Putra Business primary strengths lie in its product and pricing aspects. Product quality is a primary focus for all parties involved in the business. The business owner emphasizes the importance of cleanliness, appearance, and product consistency as the business's primary identity. Meanwhile, employees understand that product quality is greatly influenced by the selection of fresh raw materials and a hygienic and standardized production process.

From a customer perspective, the product is perceived as having a delicious taste, a suitable texture, non-greasy, and safe for consumption by a wide range of consumers. These findings align with research by Suryani and Wahyuni (2022), which states that product quality and cleanliness in the production process significantly influence consumer trust in food-sector MSMEs. Consistency in maintaining product quality can be a key foundation for supporting business sustainability.

Regarding pricing, pricing is determined by considering consumer purchasing power and prevailing market conditions. The price is considered relatively affordable and commensurate with the quality of the product offered. This aligns with research by Putri and

Handayani (2021), which states that the perception of fair prices can increase consumer satisfaction and loyalty. These findings reinforce the argument that the pricing strategy implemented is not solely oriented toward short-term profits but also toward building long-term relationships with customers.

At this stage, major weaknesses were also identified in digital promotion and distribution. Promotional activities are still limited to the use of WhatsApp and Facebook, while the utilization of other platforms such as Instagram, TikTok, and e-commerce has not been optimal. Although the product and pricing aspects have strong strengths, the business still needs to develop its marketing strategy to increase competitiveness and expand market reach.

2. Design Stage as a Development Strategy

In the design stage, a development strategy is developed based on the conditions identified in the previous stage. This design focuses on several key aspects: product, packaging, service, and promotion.

For the product aspect, the business owner establishes quality standards that must be maintained, including taste, texture, and the dryness of the shredded meat. These standards are then implemented by employees throughout the production process to ensure consistent product quality. This aligns with research by Nurhasanah and Lestari (2020), which states that establishing quality standards is the first step in building business sustainability.

For packaging, the use of standing pouches with brand labels is designed to enhance the product's visual appeal while conveying a more professional impression. This finding is supported by research by Rahmawati dan Putra (2021), which explains that packaging design influences consumer perceptions of MSME product quality. Furthermore, the design also encompasses service and promotion aspects. The ordering system is designed through WhatsApp and social media to provide convenience and practicality for consumers, while promotional activities are directed through the use of digital media, which is more accessible to the target market. This aligns with research by Sari and Widodo (2022) with Pratiwi and Anwar (2023), which states that a simple yet effective service

system and the appropriate implementation of digital promotions can contribute to increasing consumer satisfaction and purchasing interest. This design phase indicates that businesses are beginning to move toward more structured development to support long-term business sustainability.

3. Develop Stage as Implementation and Strengthening of Strategy

In the development phase, the designed strategies began to be implemented in business operations. Research results showed that product quality was increasingly stable and consistent, as reflected in customer satisfaction with the taste and texture of shredded chicken. This aligns with research by Wulandari and Hartono (2022), which states that consistent quality is a crucial indicator in business development in the food sector. Regarding pricing, transparency has begun to be implemented through social media, allowing customers to obtain pricing information before making a purchase. According to Makarateng et al. (2025), transparency in pricing and delivery can increase consumer trust in a business.

In terms of distribution, the WhatsApp sales system is the primary method, considered practical and efficient. Production is also carried out based on orders, ensuring product quality remains fresh upon delivery. This aligns with research by Prasetyo and Lestari (2022), which states that a flexible distribution system can improve the operational efficiency of MSMEs in reaching consumers. Regarding digital promotion, although an Instagram account has been created, marketing activities are still dominated by the use of WhatsApp and Facebook. This indicates that the digitalization of marketing is still in its early stages and has not been optimally utilized. According to Kurniawan and Astuti (2024), the success of MSME digitalization is greatly influenced by the appropriateness of media selection to consumer behavior and the ability of business actors to effectively manage digital platforms. Overall, the development stage indicates a strengthening of business activities, although there are still limitations in optimal utilization of digital technology.

4. Disseminate Stage as Market Evaluation and Expansion

In the dissemination stage, the implemented strategies are tested in an effort to expand market reach. Research results indicate that product distribution is carried out through several channels, such as direct sales, in-store consignment, and promotions via WhatsApp and Facebook. Furthermore, Instagram is being used as an additional medium, but it has not yet had a significant impact on increasing sales. Currently, the ordering process is still dominated by WhatsApp, while Instagram serves more as a connecting medium, directing potential customers to the ordering contact.

This situation is influenced by suboptimal content management on Instagram, resulting in relatively low account reach and visibility. These findings indicate that social media utilization cannot be optimal without an appropriate and targeted content management strategy. This aligns with research by Rahmadani and Fikri (2023), which states that digital marketing effectiveness is greatly influenced by the quality of content management and the consistency of social media activity.

Furthermore, limited digital literacy among business owners and employees also hinders the optimal implementation of digital marketing strategies. For example, research by Siregar et al. (2025), found that the success of implementing digital-based marketing strategies is strongly influenced by the level of digital literacy possessed by business actors. Therefore, training and mentoring in digital marketing are necessary so that businesses can utilize technology more optimally.

Furthermore, the product distribution process is also supported by word-of-mouth promotion, which has proven effective in attracting new customers. This aligns with research by Sari and Hidayat (2024), which states that word of mouth remains a crucial strategy in community-based MSME marketing. Overall, the dissemination phase shows that businesses have been able to gradually expand their market, but still need to strengthen their digital aspects for a more optimal and sustainable marketing strategy.

E. Conclusion and Recommendation

Based on the research results, the marketing strategy implemented by the Abon Ayam Bunda Putra Business is still not optimal and unstructured, as it is still dominated by direct sales and customer recommendations (word of mouth) without systematic marketing planning. The main problem of the business does not lie in the product or packaging, but rather in the weak management of marketing strategies, particularly in the use of digital media and the lack of strong brand identity consistency. The use of digital marketing has also not been carried out optimally and sustainably, so market reach remains limited and has not been able to significantly increase business competitiveness. Furthermore, limited human resources are a major inhibiting factor, especially in aspects of marketing management, strategic innovation, and sustainable business development. Therefore, the development of a sustainable business marketing strategy is a primary need, which includes strengthening branding and business identity, optimizing digital marketing, and increasing human resource capacity.

Based on the research results, it is recommended that business owners begin implementing digital marketing in a planned manner, building a consistent brand identity, improving HR competency in digital media management, and developing clear and sustainable marketing strategies by utilizing platforms such as Instagram, marketplaces, and WhatsApp Business. Furthermore, business development needs to be supported through continuous marketing innovation and the application of sustainable business principles in economic, social, and environmental aspects. For future researchers, this research can be developed using a quantitative or experimental approach and adding other variables, such as customer loyalty, brand awareness, and consumer satisfaction, to obtain more comprehensive results.

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