



Digital marketing strategies to expand international markets

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Abstract

This research explores entrepreneurial marketing strategies for international market expansion with a focus on local adaptation and global brand identity. International expansion is a complex challenge and carries high risks, especially when it comes to marketing. The research method used in this study is qualitative research. This research approach uses a case study approach. Data analysis in this study is descriptive analysis. The results of this research study state that international marketing involves marketing activities between countries with the aim of satisfying bilateral and multilateral consumers, with an emphasis on standardization, cross-market coordination, and global integration. Nadiem Makarim, Ferry Unardi, Kevin Mintaraga, and William Tanuwijaya successfully expanded their business to international markets with marketing strategies that include global market research, market segmentation, product and service adaptation, and communication strategies tailored to local culture. By implementing the right international marketing strategy, they managed to increase the effectiveness and efficiency of their business expansion.

Keywords: Entrepreneurial marketing, international market expansion, strategy

Introduction

International markets offer significant growth potential for businesses. However, expanding into international markets also brings challenges and risks that need to be addressed. Comparative studies with successful entrepreneurs can provide valuable insights into effective strategies for marketing products or services in international markets. Ental behavior mediated by environmental desires (Tatang Ary Gumanti, 2019) [24]

Entrepreneurship is one of the efforts in advancing the economy in Indonesia. However, the phenomenon that occurs in this country is still the low number of entrepreneurs in Indonesia. An entrepreneur must be driven by various factors in order to have an interest in entrepreneurship so that he can run his business. According to the Luthje and Franke (LFM) model there are internal and external factors in cultivating entrepreneurial interest (Abdi *et al.*, 2021) [1]. But behind it all there are several entrepreneurs who have succeeded in advancing the Indonesian economy

Many young entrepreneurs have been successful in Indonesia such as Nadiem Makarim, founder of Gojek, Ferry Unardi, founder of Traveloka, Kevin Mintaraga, founder of Bridestory, and William Tanuwijaya, founder of Tokopedia. They have successfully built their company to reach the international market successfully. By studying the experiences and best practices of successful entrepreneurs, the research hopes to reveal strategies that are relevant and can be applied by other entrepreneurs looking to enter international markets.

In developing a marketing strategy to a wider market, the dimensions *Entrepreneurship* must be noted. *The entrepreneurial dimension includes Growth Orientation, Opportunity Orientation, Total customer focus, Value creation Networking, Informal Market Analysis, Closeness to The Market*, and whether these factors result in differences in founder and professional behavior in managing the company (Susanto & Utami, 2020) [23]. The

importance of this dimension of entrepreneurial marketing for successful young entrepreneurs lies in their ability to provide relevant guidance and framework in facing the challenges of international markets. By applying this dimension, young entrepreneurs can optimize growth opportunities, understand customers, create added value, forge strategic partnerships, and make decisions based on deep market understanding. This will help them manage and grow their business more effectively and successfully in international markets.

Marketing strategy is a comprehensive, integrated, and integrated plan in the field of marketing that provides advice on the activities to be carried out in order to achieve the company's goals through advertising, promotional programs, sales, product programs, and distribution. (Ajmal Asad *et al.*, 2020) [2].

Marketing strategy is absolute and very important in the development of a company, because marketing strategy is not (Deliberation & Idayanti, 2022) [13]. The purpose of defining this type of marketing strategy is to maximize profits, but in general the purpose of a marketing strategy is what we see in a process, i.e. the identification of the right target market. In a marketing strategy, the company must select and analyze the target market which is a group of people that the company wants to reach

An international market is a market that covers all regions of the world and buys and sells products from several countries. In entering the international market, companies need to develop marketing strategies that are in accordance with the international environment, such as international product policies, international prices, international distribution, and international promotion. (Suhairi *et al.*, 2023) [22]

According to a Fitch Ratings report, Indonesia's economy is expected to grow by 3.2% in 2021 and 6.8% in 2022. The report also states that the Indonesian government's efforts to deal with the pandemic have improved, and the vaccination program has successfully reached a large portion of the

population. The Indonesian government has projected that the country's economic growth in 2022 will be between 5% and 5.5%². The World Bank also forecasts Indonesia's economy will grow by 5.1% in 2022 and 5.3% in 2023

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Table 1: Assets of Successful Young Entrepreneurs in Indonesia

Not	Entrepreneur Name	Company Name	Developed Fields	Asset Growth	Countries that have incorporated their products/services
1	Nadiem Makarim	Gojek	Online Transportation	-	Indonesia, Vietnam, Singapore, Thailand and more
2	Ferry Unardi	Bekasi	Online Ticket Booking	-	Indonesia, Malaysia, Thailand, Vietnam, Philippines, and Australia
3	Kevin Mintaraga	Bridestory	Online Weddings	-	Indonesia, Singapura
4	William Tanuwijaya	Tokopedia	E-commerce	130 million USD	Indonesia, Singapore
5	Achmad Zaky	Bukalapak	E-commerce	105 million USD	Indonesia, Singapore

Source: Processed Researcher Data

Young Indonesian entrepreneurs such as Nadiem Makarim (Founder of Gojek), Ferry Unardi (Founder of Traveloka), Kevin Mintaraga (Founder of Bridestory), and William Tanuwijaya (Founder of Tokopedia) have proven their success in developing their companies at the national level. However, to achieve sustainable growth, they need to expand the market to an international level, including the Singapore market which is one of the promising international markets. Singapore, as a developed and globally oriented economy, offers exciting opportunities for young Indonesian entrepreneurs to enter international markets. However, to successfully operate in Singapore, they need to understand deeply the orientation of international marketing management that is specific and unique to that market.

The orientation of international marketing management in Singapore involves factors such as culture, law, politics, technology, innovation, and global competition. Understanding these factors and how they affect marketing strategies can help young Indonesian entrepreneurs in facing challenges and optimizing opportunities in the Singapore market.

By studying the marketing strategies used by these successful entrepreneurs, the research will provide valuable insights for other entrepreneurs looking to enter international markets. It is expected that this research can provide practical guidance and relevant strategies to overcome challenges and maximize opportunities in expansion into international markets.

International Business Theory is a conceptual framework that studies business activities that cross national borders. The theory covers a wide range of aspects, including international marketing strategies, international product policies, international pricing, international distribution, international promotion, factors driving globalization, global trade barriers, global market entry strategies, international environmental analysis, and international marketing planning (Rinaldy *et al.*, 2021) ^[18]

International marketing involves selling products from several countries and requires a deep understanding of the differences in laws, cultures, customs, languages, and currencies between countries. International marketing strategies must be adapted to the characteristics of different

international markets, so that the company can market its products effectively and efficiently in the global market. According to the Central Bureau of Statistics, Indonesia's economy is predicted to grow by 5.31% in 2022, while economic growth according to Bank Indonesia estimates Indonesia's economic growth in 2023 to reach the range of 4.5-5.3%. In Indonesia's economic growth, businesses in Indonesia also have the highest expectations worldwide for an increase in their revenue in 2023 (BPS, 2023)

international markets, so that the company can market its products effectively and efficiently in the global market. On research conducted by Rambe & Nawawi (2022) ^[16] stated that Marketing Strategy Analysis in Facing Business Competition To face increasingly fierce business competition, companies are required to be fast and responsive in making decisions so that the business they establish can develop properly. In this article, the type of research carried out is to use qualitative research with literature review, the author's point of view and also previous research in order to find out what strategies must be done to face existing business competition, where marketing strategies that can be done by the company can be done using price strategies, product strategies, location strategies and promotional strategies. In Dhea and Zuhri's research, they identified several marketing strategies that can be used to deal with business competition, such as pricing strategies, product strategies, location strategies, and promotional strategies. This strategy is also relevant in the context of this study, where successful young Indonesian entrepreneurs develop effective marketing strategies to enter international markets. Business competition matters, such as price strategies, product strategies, location strategies, and promotional strategies must also be considered by young entrepreneurs in Indonesia. This is also in line with research conducted by Murpin Joshua Sembiring (2020) ^[6] To achieve an effective competitive marketing strategy, a business must obtain information about its competitors and be able to continuously compare products, prices, distribution channels, and promotions with its closest competitors.

Based on research conducted by Suhairi *et al.*, (2023) ^[22] It can be concluded that global marketing involves prioritizing all company resources, including human resources, physical assets, capital funds, and various other corporate goals. In addition, the spirit of the environment is very important also in influencing the work environment and in influencing the work of employees. With the spirit of a positive environment owned by employees, it is possible to have a positive influence on employee behavior in doing their work. (Sembiring *et al.*, 2020) ^[6] This also has an impact on achieving company goals.

Research Methods

In this study, the author employed qualitative research methods. Qualitative research methods are research approaches used to study and explain social phenomena in real-life settings. (Sugiyono, 2018) ^[21] Critical discussion of the author's point of view, as well as support for a literature search, citations, expert opinions, and past research on the topic.

In the process of qualitative data analysis, the data comes in the form of words rather than a series of numbers. Data are obtained in many methods (observations, interviews, document digests, recordings), which are normally processed before use, but qualitative analysis still requires words that are typically structured in expanded text.

This research approach using case studies allows researchers to gain an in-depth understanding of the phenomenon under study through in-depth analysis of relevant individual cases. (Ramdhan, 2021) ^[17] In this case, the case of the relevant individual is the owner of a young Indonesian entrepreneur who has successfully expanded his market to an international level. The source of data obtained by researchers is not only basic data obtained from previous research in scientific articles, but also theories that discuss how marketing strategies in dealing with business competition that exist today, and serve as a driving factor for the development of business ventures in Indonesia using This strategy

Theoretical Foundations

1. Marketing Strategy

Muhammad Syakir sula in the journal *Wiwin, Koni & Saifullah* (2022) ^[25] A Marketing strategy is a declaration (either explicit or implicit) that describes how a brand or product line achieves its objectives. Tull and Keble describe marketing strategy as a key tool used to achieve corporate or institutional goals by building sustained excellence through the incoming market and marketing programs utilized to serve that target market. (Lviana, 2020) ^[12]

According to Haque-Fawzi *et al* (2022) A marketing strategy is essentially a comprehensive, integrated, and integrated plan in the field of marketing that provides guidance on the activities that must be carried out to fulfill an enterprise's marketing objectives. About research Chaffey & Ellis-Chadwick (2019) Marketing strategy is one way to win a sustainable competitive advantage be it for companies producing goods or services.

Marketing strategy is one technique for organizations to gain a lasting competitive edge, whether they produce goods or services. Marketing strategy can be viewed as one of the building blocks for developing a comprehensive company plan. Another aspect demonstrating the relevance of marketing strategy is the increasingly tough competition faced by businesses in general.

2. Entrepreneurship

An entrepreneur is someone who makes creative and imaginative efforts by generating ideas and concocting resources to identify possibilities and enhance lives. (Yelvita, 2022) ^[26] According to Ibrahim (2022) ^[10] Entrepreneurship may be defined as the process and battle to generate additional value for goods and services carried out with the bravery to confront risks and the ability of something creative and innovative (make new and different) used as tips, basics, and resources.

Entrepreneurship is an activity that creates value by identifying business possibilities, taking risks on those chances, and using good managerial abilities to obtain the human resources, capital, and goods required to produce successful results. Creativity and innovation are frequently regarded as synonyms. Creativity is the development of new ideas, while innovation is the activity of executing such ideas. (Muthumeena & Yogeswaran, 2022) ^[14]. Entrepreneurship is a corporation that operates and implements a combination of new activities such as product creation, marketing, resources for new raw materials, production methods, and new organizational structures. (Khamimah, 2021) ^[11]

Based on the foregoing, it is possible to conclude that entrepreneurship entails creative and imaginative efforts in generating ideas and devising resources in order to identify possibilities and better one's life. Entrepreneurship also entails the process and effort of creating additional value through goods and services while remaining courageous in the face of risk and possessing creative and innovative qualities.

3. International Markets

In principle, international marketing is a marketing activity that seeks to penetrate across national boundaries in a geographical, political, legal, social and cultural sense. James E Keegan in (Suhairi *et al.*, 2023) ^[22] mentions that global marketing: 'A series of marketing activities undertaken by a company that emphasizes cost efficiency and efforts that transcend national and regional borders, the opportunity to transfer products, brands and other ideas abroad, meet the needs of global customers and develop coordination between national marketing infrastructures into global marketing infrastructures'

Michael E Czinkota in (Rinaldy *et al.*, 2021) ^[18] Briefly explains, "International marketing is the process of planning and organizing transactions across national borders to generate an exchange that matches the objectives of the individuals and organizations involved." International marketing is the practice of expanding a company's marketing activity beyond the confines of its native market to reach consumers on a worldwide scale. It entails selling products or services in other countries while taking into account cultural differences, legal settings, trade policies, and consumer needs.

International marketing is a marketing activity carried out across countries, which includes all trade activities of buying and selling and transactions between countries. International marketing is the conduct of business activities that direct the flow of goods and services to consumers or users in more than one country for profit. International marketing objectives for each company may differ depending on the conditions of the company. Among other things, to develop the market, make a profit, and for the survival of the company. One form of international marketing is export (Heriyati, 2022) ^[9]

Overall, international marketing is a marketing activity that seeks to penetrate national borders, both geographically, politically, legally, socially, and culturally. The goal is to reach consumers in the global market by considering different cultures, legal environments, trade policies, and different consumer needs.

Discussion

1. International Marketing Management Orientation

Orientation is an often unconscious assumption or belief about the nature of the world. Another opinion states that orientation means the focus of study on something. There is another that states that orientation is a certain approach to explaining something.

Market management orientation is an approach that emphasizes the needs and desires of consumers as the basis for product development, pricing, distribution, and promotion. Singapore is a developed country in ASEAN. International Marketing Management orientation is an often unconscious belief or assumption about the nature of the world that is the focus of the study of something. In international marketing, there are four orientation concepts, namely: Ethnocentric, Polycentric, Regiocentric, and Geocentric. Geocentric orientation is a combination of Ethnocentric and Polycentric orientations that look at similarities and differences to be able to formulate a strategy. A Geocentric oriented organization will treat all foreign markets as a whole, i.e. as a global market (Arif Rachman Putra *et al.*, 2022) ^[3]

In the era of globalization and advancement of information technology, digital marketing has become one of the very effective tools to expand the international market. In today's global business context, companies large and small must be able to harness the potential of digital marketing to reach a wider audience, grow their brand, and increase sales in international markets. The development of the internet, social media, and mobile technology has changed the way people interact and shop. Today, consumers have unlimited access to product and service information from around the world. Therefore, it is important for companies to adopt effective digital marketing strategies to reach consumers in international markets. One of the main benefits of a digital marketing strategy is its ability to reach the target audience precisely and efficiently. Using digital analytics, companies can collect data on consumer preferences and behavior in international markets. This data can be used to develop marketing campaigns tailored to the needs and preferences of the target audience in each market. (Ramadayanti, 2019) ^[15]

In addition, digital marketing strategies also allow companies to leverage social media and other online platforms to build and manage their brands in international markets. By interacting directly with consumers through social media, companies can increase brand awareness, build closer relationships with customers, and gain valuable feedback for product or service improvement.

In addition, digital marketing strategies can also optimize marketing efforts at a more efficient cost compared to traditional methods. Companies can use geographically and demographically targeted online advertising to reach relevant audiences within international markets. In addition, by using search engine optimization (SEO) techniques and content marketing, companies can increase their online visibility and attract more organic traffic to their websites.

2. Global Marketing Strategy

As revealed by Riono (2022) ^[19] That the global marketing strategy includes two approaches, namely a standard marketing strategy and a marketing strategy tailored to the conditions of the country where the company's business is marketed (*Standardization and adaptation of marketing*

strategies). Marketing strategies with a standard approach emphasize more on global markets that have homogeneous customer traits (*Consumer homogeneity*). This strategy emphasizes companies to be able to market the same products and services around the world using identical strategies with lower costs and higher margins.

Maulana revealed about five alternative strategies in global marketing proposed by Keegan in (Lviana, 2020) ^[12] Insert

1. Direct expansion strategy

In this strategy, the company does not do anything new or completely does not change the products it already sells in the domestic market, and market them to foreign markets in a promotional way that has also been applied in the domestic market before. This strategy will be suitable for products such as cameras and electronic equipment.

2. The second alternative strategy is product adaptation, which is the company's strategy to make product changes in accordance with the intended market. Promotions don't change much, sometimes they don't even change at all.

3. The third strategy alternative is the new product strategy. These strategies are divided into two types Backward invention, which is a strategy by introducing new products in the newly targeted market but by introducing products that have long been known in the previous domestic market. Forward invention, which is a strategy in which a company actually introduces a new product to meet new market demand.

4. The fourth alternative strategy is communication adaptation, which is a strategy carried out by the company by adjusting promotions according to the intended market conditions. And the fifth alternative is a dual adaptation strategy, in which the company makes adjustments between the product and its promotion according to the intended market. The selection of the five strategies needs to be based on seven key factors that need attention, namely standardization/customization aspects, legal aspects, economic aspects, people's income levels, target market aspects, cultural aspects, and competitive aspects.

3. Effective Marketing Strategy as an Expansion of International Market Expansion

In the era of globalization and digital connectivity we are experiencing today, many companies dream of expanding their business to the global market. However, to achieve success in the international market, companies must adopt marketing strategies that are effective and adapted to local conditions. Some of the aspects to consider in designing a successful global marketing strategy for international market expansion are as follows: (Dwi, 2023)

1. Conducting Comprehensive Global Market Research
2. Market Segmentation and Determining Target Market
3. Adapting Products and Services
4. Developing a Locally Tailored Communication and Marketing Strategy
5. Utilizing Technology and Digital Media

By considering the above aspects and designing a suitable global marketing strategy, companies can increase their chances of success in international market expansion.

International marketing is the process of planning and organizing transactions beyond national borders to create an

exchange that meets the goals of the individuals and organizations involved. Several experts have also expressed their views on international marketing, including:

From these various definitions, it can be concluded that international marketing involves marketing activities between countries with the aim of satisfying consumers both bilaterally and multilaterally, and emphasizes efforts for standardization, cross-market coordination, and global integration to increase competitiveness in the world market. An effective marketing strategy as an expansion of international markets especially Singapore can include the following steps:

1. Conduct market research to understand the needs, preferences and behaviour of Singaporean consumers, as well as identify existing competitors and business opportunities
2. Develop marketing strategies that are appropriate to the characteristics of the Singapore market, such as determining marketing channels, market segmentation, product positioning, pricing, promotion, and distribution
3. Tailor products or services to suit Singapore's local tastes and culture, and meet applicable quality standards and regulations
4. Build good relationships with local business partners, such as distributors, agents, or intermediaries, who can help with export, logistics, and licensing processes
5. Leveraging digital technologies and e-commerce platforms to increase visibility, reach and interaction with potential customers in Singapore.

4. Entrepreneurial Marketing Strategy for International Market Expansion

An entrepreneurial marketing strategy for the expansion of international markets involves a series of steps and approaches adapted to the local conditions and business goals of each entrepreneur. In-depth market analysis, proper market segmentation, product or service adaptation, effective communication strategy, good distribution and logistics, strong digital marketing, as well as good risk management are some of the important factors to consider in marketing strategies for international market expansion

It is important to remember that every international market has unique challenges and opportunities. Therefore, entrepreneurs need to conduct careful research, understand the needs and preferences of local consumers, and adapt to different business environments. Gaining knowledge and insight from successful entrepreneurs who have succeeded in the expansion of international markets through comparative studies can also provide inspiration and guidance in developing effective marketing strategies.

Here is an analysis of the marketing strategies used by them in the expansion of international marketing:

1. Global Market Research

Before entering the international market, companies should conduct global market research to understand the needs and preferences of consumers in the target country. Nadiem Makarim, as the founder of Gojek, expanded into Southeast Asian countries after studying the market and consumer needs in these countries

2. Market Segmentation and Target Market Determination

Companies must carefully segment the market and determine the target market that best suits their competitive advantage Kevin Mintaraga, as the founder of Bridestory, chose the United States market as the main target market because he saw the large market potential and unmet consumer needs

3. Product and Service Adaptation

Companies must adapt the products and services offered to suit local needs, languages, regulations, cultural preferences, and business environment conditions in international markets. Ferry Unardi, as the founder of Traveloka, adapts the Traveloka platform to suit the needs of consumers in Southeast Asian countries

4. Locally Tailored Communication and Marketing Strategies

Companies must develop communication and marketing strategies tailored to the local culture and norms in the target country. William Tanuwijaya, as the founder of Tokopedia, develops marketing campaigns tailored to local culture in Indonesia

By implementing the right international marketing strategy, Nadiem Makarim, Ferry Unardi, Kevin Mintaraga, and William Tanuwijaya managed to expand their business reach to international markets more effectively and efficiently.

Conclusions and Recommendations

Conclusion

An entrepreneurial marketing strategy for the expansion of international markets involves a series of steps and approaches adapted to the local conditions and business goals of each entrepreneur. In-depth market analysis, proper market segmentation, product or service adaptation, effective communication strategy, good distribution and logistics, strong digital marketing, as well as good risk management are some of the important factors to consider in a marketing strategy for international market expansion. Entrepreneurial marketing strategies for international market expansion include: Market analysis and opportunity identification, Market segmentation, Adapting products or services, Establishing communication strategies, Conducting distribution and logistics, Conducting digital marketing, Applying risk management concepts.

Suggestion

The advice for entrepreneurial marketing strategies in expanding international markets is to prioritize local adaptation without losing global brand identity. In this case, it is important to explore and understand the nuances of local culture, consumer habits, and market preferences. Tailoring marketing messages, product design, and services to cultural context can significantly increase brand appeal. However, continuity and consistency in the global customer experience must still be maintained to build trust and strengthen the brand's position in the international market.

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