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**MARKETING STRATEGY ANALYSIS OF MICRO, SMALL, MEDIUM ENTERPRISE  
(CASE STUDY: FURNITURE INDUSTRY IN TOULIANG OKI VILLAGE)**

*ANALISA STRATEGI PEMASARAN DARI USAHA MIKRO, KECIL, MENENGAH  
(STUDY KASUS: INDUSTRI MEBEL DI DESA TOULIANG OKI)*

by:

**Maria Christy Sualang<sup>1</sup>**  
**James D. D. Massie<sup>2</sup>**  
**Merinda Pandowo<sup>3</sup>**

<sup>123</sup>Faculty of Economics and Business, International Business Administration, Management Program  
Sam Ratulangi University Manado

E-mail:

<sup>1</sup>[sualangm@gmail.com](mailto:sualangm@gmail.com)

<sup>2</sup>[jamesmassie@gmail.com](mailto:jamesmassie@gmail.com)

<sup>3</sup>[iinpan@yahoo.com](mailto:iinpan@yahoo.com)

**Abstract:** Small and Medium Enterprises are the backbone of major economy and empirical studies prove that small firms are more efficient and innovative in their operation, product development and marketing strategies. The objective in this study is to analyze marketing strategies of SME's running entrepreneurs in Touliang Oki village. This study is qualitative studied about Marketing Strategy of Small and Medium Size Enterprises. A field survey method was faced to faced interviews were recorded to analyze the marketing strategies of Micro Sall Medium Enterprise Touliang Oki is one of the village in Minahasa, North Sulawesi. Most of them produce Furniture from wood. Marketing strategy that they use is door to door and online shopping (facebook and whatsapp) strategy. Their innovations were in the shape of unique designs that not only meet the need of customers. Their services are innovative in a sense that they satisfy the customers. They also faced barriers like lack of raw material in this case they are used wood for the raw material and also they are still use standard machine makes their production is not maximal. Findings suggest to build initiatives some programs for students and lecturers to become business consultant of SME in Indonesia.

**Keywords:** marketing strategy, micro, small, medium enterprise

**Abstrak:** Mikro, Usaha Kecil dan Menengah merupakan tulang punggung setiap studi ekonomi dan empiris utama membuktikan bahwa perusahaan kecil lebih efisien dan inovatif dalam operasi, pengembangan produk dan strategi pemasaran mereka. Tujuan dari penelitian ini adalah untuk menganalisis strategi pemasaran Usaha Kecil dan Menengah yang di jalankan pengusaha di desa Touliang Oki. Penelitian ini bersifat kualitatif yang diteliti tentang Strategi Pemasaran Usaha Kecil dan Menengah. Metode survei lapangan yang di lakukan dengan wawancara dan dicatat untuk menganalisis strategi pemasaran UKM di desa Touliang Oki. Touliang Oki adalah salah satu desa di Minahasa, Sulawesi Utara. Kebanyakan dari mereka menghasilkan mebel berbahan dasar kayu. Strategi pemasaran yang mereka gunakan adalah strategi door to door dan online shopping (facebook dan whatsapp). Inovasi mereka berupa desain unik yang tidak hanya memenuhi kebutuhan pelanggan. Layanan mereka inovatif dalam arti memuaskan pelanggan. Mereka juga menghadapi hambatan seperti kekurangan bahan baku dalam hal ini mereka menggunakan kayu untuk bahan baku dan juga mereka masih menggunakan mesin standar sehingga produksinya tidak maksimal. Studi ini menyarankan untuk membangun inisiatif program untuk mahasiswa dan dosen menjadi konsultan bisnis usaha kecil menengah di Indonesia.

**Kata Kunci:** strategy pemasaran, usaha mikro, kecil, menengah

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**INTRODUCTION****Research Background**

MSMEs are the backbone of the Indonesian economy. Approximately 99% of businesses in Indonesia are MSMEs with more than 98% is dominated by micro-enterprises. The MSMEs employ more than 107.6 million people in Indonesia and contributed 60.6% to GDP Indonesia (Berita Sore Online, 2016).

In North Sulawesi Province (Sulut), Micro, Small and Medium Enterprises (MSMEs) provides the role to increase the Economic Growth which is above the national average figures. By viewing the significant number of SMEs North Sulawesi were continued to increase until December 31, 2014, reaching as many as 80.202 which consists of 55.178 units of micro-enterprises, small businesses and medium-sized enterprises 22.198 units 2,826 units (Sulutprov, 2015 )

As North Sulawesi is surrounded by various and huge potential of MSME sectors, especially there is a region in Minahasa District called Touliang Oki. Whereas the people in this area use wood to become furniture. The furniture business is a business hereditary conducted by Oki Touliang village communities and become productive enterprises. It is existed since 1970's started by household furniture, until now they able produce office, schools, business furnitures. Even now, they can make many products contain from wood in any forms and design. More than 65% of Touliang Oki villagers has the expertise to make the furniture naturally and have more than 40 furniture enterprise existed. Which is as a major driver of the economic growth in this region.

Recently, their marketing strategy from the past until now still remain the same. Which is most of them still using conventional marketing strategy such as, door to door by using private pick up car transportation for delivery, direct sales using (cash), or they even doing barter that exchange their products with other things like foods and animals that are equivalent with the product's value. However, some of them already adopted social media marketing even in small amount of business person.

However, the current condition shows that many entrepreneurs are also existed, even though they have faced lack of knowledge of updated marketing strategy to become efficient to reach their market. Despite many challenges occurs, yet, it seems interesting to dig more further about this issue. Therefore, this research is titled Marketing Strategy Analysis of Micro, Small, Medium Enterprise Case Study: Furniture Industry in Touliang Oki Village .

**Research Objectives**

The objectives can be achieved from this research are :

1. To know the various Marketing Strategy that applicable for furniture industry in Touliang Oki village.
2. To identify the critical success factor of Furniture Industry in Touliang Oki Village.

**Marketing**

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large Hair, 2011:33. Marketing involves more than just activities performed by a group of people in a defined area or department.

**Marketing Strategy**

Marketing strategy consist of the analysis, strategy development, and implementation activities in: Developing a vision about the market(s) of interest to the organization, selecting market target strategies, setting objectives, and developing, implementing, and managing the marketing program positioning strategies designed to meet the value requirements of the customers in each market target. Whilst, strategic marketing is a market-driven process of strategy development, taking into account a constantly changing business environment and the need to deliver superior customer value. The focus of strategic marketing is on organizational performance rather than a primary concern about increasing sales. Marketing strategy seeks to deliver superior customer

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value by combining the customer-influencing links the organization with the environment and views marketing as a responsibility of the entire business rather than a specialized function Cravens and Piercy, 2006:58.

### Entrepreneurship

Entrepreneurship is the dynamic process of creating incremental wealth. The wealth is created by individuals who assume the major risks in term of equity, time, and/or career commitment or provide value for some product or service. The product or service may or may not be new or unique, but value must somehow be infused by the entrepreneur by receiving and locating the necessary skills and resources. Entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence Cravens and Piercy, 2005:250.

### Defining the Concept of Micro, Small and Medium Enterprises

Micro, Small and Medium Enterprises (MSMEs) is one important part of the economy of a country or region, as well as the state of Indonesia. This SMEs has a very important role in the develop of the economy. SMEs are also very helpful state or government in the creation of new jobs and passing SMEs are also many new units created unit that uses new personnel to support the household income. Apart from that SMEs also have high flexibility when compared to the business larger capacity. These SMEs need special attention and supported by accurate information, to enable the business directional link between small and medium businesses with elements of business competitiveness, the tissue market.

### Micro, Small and Medium Enterprise in Indonesia

Micro, Small and Medium sized enterprise is a type of business who grows increasingly every year but in fact, until now it has so many various definitions that are usually used by Indonesian institution. In this research, Indonesian's Law No. 20 of 2008 is used as legal basis.

### Criteria and Condition of MSMEs in Indonesia

Based on the Indonesian's Law No. 20/2008 concerning Micro, Small, and Medium Enterprises, the definition are shown as below:

**Table 1.Criteria of Micro, Small and Medium Enterprises in Indonesia**

Type of Enterprise Criteria	Micro Enterprise	Small Enterprise	Medium Enterprise
Net Asset	≤ 50 Million	>50 Million – 500 Million	>500 Million – 10 Billion
Total Annual Sales	≤ 300 Million	>300 Million – 2.5 Billion	>2.5 Billion – 50 Billion

Source: Indonesian's Law Number 20 of 2008

### Previous Research

Awan and Hashmi (2014) Small and Medium Size Enterprises are the backbone of every major economy and empirical studies prove that small firms are more efficient and innovative in their operation, product development and marketing strategies. The objective of this research study is to analyze marketing

practices (strategies) of Small and Medium Size Enterprises running entrepreneurs in Multan. This study is qualitative in nature in which we have studied the major characteristics of selected Small and Medium Size Enterprises. Primary Data was collected through a structured questionnaire by having interviews with the entrepreneurs. SMEs in Multan do product enhancement with the improvements in products which transform the products and services making them more innovative to customers. They exclude the traditional marketing elements. The marketing mix comprises of Product, Price, Promotion and Place. Marketing activities and practices of SMEs in Multan integrated into all organizational functions. SMEs personnel engage in more marketing roles and undertake the marketing activities and practices as an integral part of their business such as key personnel in SMEs entertain customers and thus capture more customers on the basis of their kind attitude and communication skills.

## RESEARCH METHODOLOGY

### **Type of Research**

In conducting this research, the researcher will use qualitative method to explore the nature of Small-Medium Enterprise in Furniture Industry, Touliang Oki village. As quoted from Sugiyono 2007:387-388, in general, the reasons in using qualitative data are because of the problems that are not clear, need to be identified holistically, the subjects are complex, dynamic, full of meaning so that it is quite hard to use quantitative research method.

### **Time and Place of Research**

This research was conducted in Touliang Oki village, Eris district, Minahasa Regency, North Sulawesi while the interview were conducted in separate places according to the locations of every informant which is still in Touliang Oki village. This research will be conducted on June to August 2017.

### **Population**

According to Sekan and Bougie 2011:443, sample is the subset or subgroup of population. While as quoted from Sugiyono 2007:389-390, sample in qualitative research is not called as respondent instead as a source, participant, informant, friend and teacher in research process. Sample in qualitative research also is not statistical sample, but theoretical because the objective of qualitative research is not to find theories.

### **Sample**

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### **Sampling Techniques**

In this research, purposive sampling were used with some consideration. At first, the researcher collected information from Lecturer and government institution, then find list of SMEs in North Sulawesi, and then decide which ones to be informants then cross-check again with government institution related.

### **Data Collection Method**

Data collection method that used in this research are the primary data and secondary data. The primary data used to answer the research questions and draw conclusions for the answers of the research questions. While secondary data is used to supplement information that related with this research.

### Primary Data

Primary data is data that obtained directly from the research object. Primary data refer to information obtained first hand by the researcher through :

1. In Depth Interview : One method of collecting data is to interview respondents do question and answer with the respondent to obtain information of the issues of interest.
2. Observation : Observation directly into the owner to obtain the data about the object information relating to the matter to be discussed.

### Instrument of Research

In qualitative research, the researcher acts as the main tool in research (key instrument). Means that, research the person who will determine the success or failure of a study. Research that will determine what kind of field data quality will be obtained Ibrahim 2015:48.

### Data Validity Method

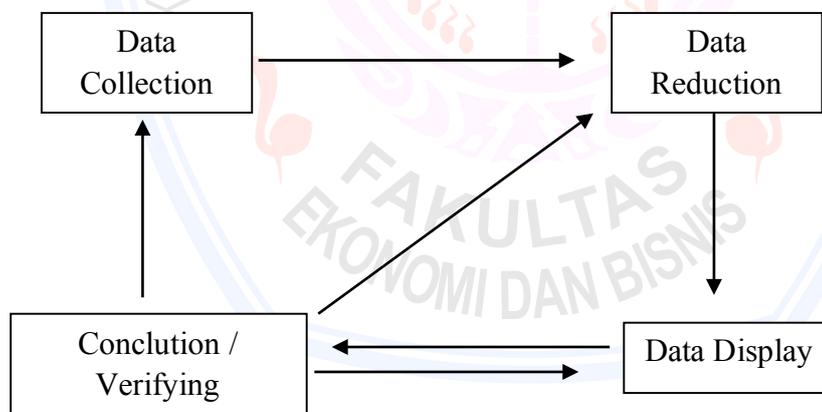
As explanation from Sekaran and Bougie 2011:445, there are two methods that had been developed in enhancing validity of qualitative research:

1. Supporting generalizations by counts of events. It can address common concerns about qualitative data reporting.
2. Ensuring representativeness of cases and the inclusion of devian cases.

There are several ways in maximizing data reliability and validity in qualitative research. Triangulation is one of the common ones. The idea behind triangulation is getting the same result from different methods or sources. There are several types of triangulation based on Sekaran and Boungie 2011:445, which are: Method triangulation, Data triangulation, Researcher triangulation, Theory triangulation.

### Data Analysis Method Interactive

This interactive data analysis always refers to the concept of data collection, data reduction, data display, and conclusion or verifying Ibrahim, 2015:108.



**Figure 1. Technical interactive analysis**

*Source: Miles and Hubberman in Denzin and Lincoln, 1997.*

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**RESULT AND DISCUSSION****Respondent/informant 1**

Respondent 1 is a woman, 28 years old and also the owner of Eiden Furniture. Eiden Furniture is a new business that had been started in 2014. The beginning of this business, they promote their products by using door to door strategy. As times goes by, they made use of current technologies such as Facebook and WhatsApp to promote their products. Not only that, they also accept orders for resellers. For about three years running this business, Eiden furniture that has workers/handyman with good skill and always innovate their products. They also produce the products by following the trend. But there are obstacles that they are faced in running this business, such as shortages of wood and electricity raw materials are often extinguished during working hours. At the time they determine the price seen from the size, difficulty level and based on wood raw materials. Eiden furniture has advantages over other furniture industries, such as Eiden products that produce furniture of a quality compare to the price, made of wood, make products according to customer wants and needs, free delivery, product set (kitchen set, door, window, etc). Behind the advantages of Eiden Furniture there are drawbacks, compare to other furniture brand, that the making process of the product still using standard machine.

**Respondent/informant 2**

Respondent 2 is a man, 29 years old and also the owner of Anugerah Furniture. Anugerah Furniture is a family business (hereditary) that has been started from 60s. Anugerah Furniture using door to door marketing strategy. At the beginning this business started, Anugerah Furniture promotes their products using Horse Wheel and cars. As the time goes by, they promote the product through online, such as Facebook. The door to door sales system is based on the number of handyman. If 1 place of business has 4-5 handyman, in one week they can sell 4-5 times of products through door to door, if only have 1-2 handyman, in 1 week they can sell 1-2 times of product. In contrast to online sales. Within 1 week they can have around 2-3 times selling products. Now, the business is shortage of raw materials. Businesses that started from 60's, have always innovate the product by taking example through the internet. At the time, they determine the price, according to the size and materials used. The way they distribute the product over time using a drop system (accept on-site. The workers/handyman in this furniture award has good skill/competence, it is evidenced from the survival of this business that started from the 60s until now. The advantages possessed by this Anugerah furniture can be seen in terms of marketing, Anugerah furniture sell their products to villages that can be reached by. Behind the advantages of Anugerah furniture, they also have the weaknesses like still using a standard machine.

**Respondent/informant 3**

Respondent 3 is a Man, 37 years old and also the owner of Miclyrent Furniture. Miclyrent furniture is a family business (hereditary) that began in the 90s. Miclyrent furniture uses door to door marketing strategy. As time goes by, Miclyrent furniture starts trying to offer their products through online like Facebook. During running this business, Miclyrent furniture has constraints, the obstacle that is often faced is the shortage of wood raw materials. Product innovation, Miclyrent furniture always uptodate, producing products following the development of the era. When determining the price, based on the order/product purchased. From the beginning of this business around the 90s, Miclyrent furniture has the advantage that their workers/handyman have good quality/competence and able to make various products made of wood, the price offered in proportion to the quality of the products they sell and free delivery. Miclyrent furniture also has drawbacks, still using standard machines.

**Respondent/informant 4**

Respondent 4 is a Man, 40 years old and also the owner of UD. Jordan. UD. Jordan is a family business (hereditary) that began in the 70s. Marketing strategy is using the general strategy (door to door). Beginning to run this business, they sell their product use horse wheels. But, as time goes by, the sales system using horse wheels began to be abandoned and switched to using cars. Now door to door is rarely they use, they just use the system for a seasonal. For example season of cloves, Christmas, New Year, Ied Mubarak and the other big day. Beside door to door UD. Jordan has received request or projects from offices, factories, schools and other agencies. Product innovations conducted by UD. Jordan proves that their workers/handyman have a good competence/skill so they can produce products based on customers' needs. UD. Jordan determines the price based on the level of difficulty, size and material of the products that customers need. The advantages of UD. Jodan in general has the same advantages of furniture business in Touliang Oki village but UD. Jordan always keep the quality and price of their products. Likewise with the weakness, generally have the same weakness with the furniture business in Touliang Oki village like the machines they use still use the standard machines.

#### **Respondent/informant 5**

Respondent 5 is a Man, 50 years old and also the owner of Frilli furniture. Frilli furniture is a family business (hereditary). The business had stopped and started production again in 2010. Frilly furniture use door to door marketing strategy to reach customers from village to village, town to town. Over time, Frilly's furniture utilizes technological advancements. Frilly furniture promotes their products through online like Facebook. For 7 years running this business, they have a problem like financial capital. Sometimes the sales decrease but still have to pay workers/handyman because every week they always produce product. Approximately 7 years running this business, they has been doing a lot of product innovation, because the demands of the era that may prefer a more fashionable model. At the time of determining the price of products, there are different from ready products and the request product from customers. Frilly furniture can survive till 7 years because they had a skillful handyman. The advantages are basically have the same production with other furniture (furniture Touliang Oki Village) but to be able to make this business survive is to improve marketing strategy better. Behind the advantages, Frilly furniture has a lack in terms of quality improvement and innovations that have not been maximal enough because it still uses a standard machine.

#### **Respondent/informant 6**

Respondent 6 is a Man, 40 years old, he is a handyman and also the owner of Kenisa Furniture. Kenisa furniture is a self-pioneering business, started in 2013. Kenisa furniture uses door to door marketing strategy and accepts orders from customers. During 4 years running this business, the obstacles faced are the lack of wood (raw materials) and electricity that often off during working hours. During this business, Kenisa furniture has handyman who have good skills and ability to always make innovations that follow the era. How to determine the price based on size, difficulty level and raw materials customers wants. The advantages of Kenisa furniture is able to accept orders with various forms from wood (furniture, doors, windows, etc.) in accordance to customers needs. In addition to the advantages, Kenisa furniture has a weakness, the weakness, they are still using a standard machine.

#### **Respondent/informant 7**

Respondent 6 is a Man, 35 years old he is a handyman and also the owner of Reva Furniture. Reva furniture is a new self-pioneering business started in 2012. Reva furniture uses door to door marketing strategy, online (social media), mouth to mouth and also as a supplier for those who want to sell it again. For 5 years running this business, the obstacle faced is the shortage of supply of wood and plywood raw materials. As time goes by, Reva furniture innovates products based on market demand. At the time of determining the price, Reva furniture is divided into two, first for the buyer in the village (for sale again) given the standard price and for the

outside customer in giving the normal price of the market. Others with products that Pre Order (request design), the price is different than the usual production. Reva furniture has the advantage that makes them able to compete with other furniture, is the improvement of product quality, every year has a change of product design. In addition, the weakness of Reva furniture is capital. Production still continues run but sales are lacking.

#### **Respondent/informant 8**

Respondent 7 is a Woman, 33 years old and also the owner of Cinta furniture. Cinta furniture is a new self-pioneering business started in 2014. Cinta furniture using door to door marketing strategy and as time goes by, Cinta furniture using online marketing strategy to promote their product (facebook, WhatssApp). But if there is no order through online, Cinta furniture still use door to door strategy. During this business, Cinta furniture has constraints like the weather. If the weather is not friendly like rain, they cannot able to sell their product (door to door) and the next obstacle is the shortage of wood raw materials. For about three years running the business, Cinta furniture always innovate products like the design and colors. How to determine the price based on the quality of the product (the material and the level of difficulty of the product that customers want). The advantages of having Cinta of furniture is have a good skills handyman/workers (they can able make any design of furniture that customers want made from wood) 100% from wood, and also free delivery. The weakness of Cinta furniture is still using a standard machine.

#### **Respondent/informant 9**

Respondent 8 is a Man, 28 years old, the handyman and also the owner of Elsaday furniture. Elsaday furniture is a new self-pioneering business started in 2014. Marketing strategy that they used is door to door strategy. But, as time goes by, Elsaday furniture expand their marketing through online (Facebook). For three years running this business, Elsaday furniture has constraints such as financial capital and wood raw materials. Elsaday furniture always innovate products from year to year following the market demand. How to determine the price based on the level of difficulty and raw materials customers want. The advantages of Elsaday furniture they has workers/handyman they have good quality (can make various products from wood raw material), motif product different from others, using quality raw materials and free delivery. The weakness of Elsaday furniture is machine facilities. Until now they still use standard machine that makes them cannot able to do more innovation product.

#### **Respondent/informant 10**

Respondent 10 is a Woman, 59 years old and she also the owner of Mikha furniture. Mikha furniture is a family business (hereditary) that has started in 2007. Constraints faced during running this business is the shortage of wood raw materials. Mikha furniture is to use door to door marketing strategy, supplier for reseller. From year to year Mikha furniture always innovate products based on customer needs. How to determine the price based on the design and size of the product. The advantages of Mikha furniture is have a good skill of their workers/handyman, free delivery and the products that they sale have a rational price with the quality of the product. The weakness of Mikha furniture is the lack of financial capital and the machines they use still use a standard machine.

#### **Discussion**

The objective of this research study is to analyze marketing strategies of Micro, Small and Medium Size Enterprises running entrepreneurs in Touliang Oki village. Most of them produce Furniture from wood. Marketing strategy that they use is door to door and online shopping such as facebook and whatsapp strategy. Their innovations were in the shape of unique designs that not only meet the need of customers. Their services are innovative in a sense that they satisfy the customers. They also faced barriers like lack of raw material in this case they are used wood for the raw material and also they are still use standard machine makes their production is not maximal.

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**CONCLUSION AND RECOMMENDATION**
**Conclusion**

1. The various Marketing Strategy that applied for furniture industry in Touliang Oki village is door to door strategy. But as time goes by, the development of Information and Communication Technology makes furniture industry in Touliang Oki more easily to promote their product. Now expect door to door strategy they already using online strategy like Facebook and WhatsApp to promote their product.
2. The critical success factor of Furniture Industry in Touliang Oki Village, they have a good quality handyman, able to make various design product from wood, the price which is in proportion with the product quality and also free delivery.

**Recommendation**

1. For university, it is suggested to build initiatives in making some programs for students and lecturers to become business consultant of Small and Medium Enterprise in Indonesia that finally will give good impacts or many benefits for the students as well.
2. Furniture industry in Touliang Oki village, it is very important to design and stabilize the marketing concept of the business itself. A good business should implement positioning, differentiation and branding of the product and service. It should be focus on strategy, quality, innovation and their creativity that produce in order to compete in the market. Regarding boost the performance and sales of these business, also give values to the society, it must keep on learning. As an owner or entrepreneur also must consistently to build and creates the awareness of community around about how important to support the business and to work together as internal or external.
3. Next for the researcher, it is recommended to conduct research in wider areas of population, bigger sample and use more tools to examine about small and medium enterprises in Indonesia especially marketing strategy in small and medium enterprise.

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