

Competitive Strategies for Micro Small and Medium Enterprises during the Covid-19 Pandemic in Indonesia, Literature Review

Muhammad Taufiq Hidayat

Universitas 17 Agustus 1945 Surabaya, Indonesia

taufikhidayat@untag-sby.ac.id

Abstract

This paper aims to find out the strategies used by Micro, Small and Medium Enterprises (MSMEs) in the Pandemic Period in Indonesia in order to be able to survive and compete. The research method used in this paper uses a literature review method from various articles discussing competitive strategies in the era of the Covid 19 Pandemic in Indonesia published in reputable online journals. The results of research based on journals that were observed as many as 20 national journals focused on the Competitive Strategy of MSMEs in the era of the COVID-19 pandemic, so there are several strategies used by MSMEs to be able to compete and survive are as follows: 1. Competitive strategy with pricing, product development, promotion, and product distribution (Porter 1998). As for the strategy to survive at an affordable price, Strategic Stability/Growth strategy, Marketing Strategy (Communication, STP (Segmenting, Targeting and Positioning) and Scorpio/7P Model), Islamic-based MSME Strategy (with Islamic business ethics amanah, fatonah, tabligh and shidig) using SWOT analysis, Creative innovation in products, services and promotions and MSMEs need to pay attention to the Business Environment because it affects the Operating Strategy and Firm Performance. This study has the limitation of only providing an overview of the research results from the selected articles, but does not provide an analysis related to the selected articles.

Keywords

MSMEs; digital marketing; SWOT; marketing strategy; covid-19



I. Introduction

The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). The global COVID-19 pandemic has certainly impacted various sectors, especially in the economic sector. This economic impact is not only felt domestically, but also globally. The International Monetary Fund (IMF) projects that the global economy will grow at minus 3%

During the current pandemic, Micro, Small and Medium Enterprises (MSMEs) cannot be separated from the impact of the Covid-19 pandemic. Micro, Small and Medium Enterprises (MSMEs) must be able to survive during the current pandemic which is led to have more innovations to increase selling power to the community while continuing to comply with health protocols.

The sustainability of MSMEs in facing the pandemic cannot be separated from the company's goals, namely consumer or customer satisfaction can be achieved through the formulation of a good strategy. Strategy determination must look at the background and goals of the company so that the specified strategy can be implemented and have a positive impact on the development of the company. company goals, strategy setting must also pay attention to environmental factors. The positive impact of the company's ability to carry

out environmental analysis is that the company can adapt well when environmental changes occur (Setiyawan, 2013).

MSMEs in Indonesia are difficult to develop in market quality because they face several internal problems, namely the low quality of human resources such as lack of skilled human resources, lack of entrepreneurial orientation, low mastery of technology and management, lack of information and low market orientation (Akbar & Nefrida). , 2021).

During this pandemic and in the New Normal era, MSMEs are faced with greater challenges, to be able to survive and compete in the business world, if they do not have these capabilities, MSMEs that experience a business crisis and are not closed are likely to go bankrupt. With these problems, MSMEs must have advantages both internally and externally, these advantages can be owned by MSMEs by having the right strategy for each MSME by viewing or analyzing both the internal and external environment so that the right strategy can be determined so that MSMEs can survive and compete, be grateful to be able to develop more in this pandemic era, the purpose of this study is to find out the strategies used by MSMEs in Indonesia during the pandemic so that MSMEs can survive and compete.

II. Review of Literature

Micro, Small and Medium Enterprises, according to Law No. 2008

2.1 Micro Business

Micro Business is a productive business owned by individuals who have complied with the provisions of the Micro Business criteria. The criteria possessed by Micro Enterprises include:

1. Have a maximum of Rp. 50,000,000.00 (fifty million rupiah) of net worth, which does not include buildings and land of the place of business.
2. Have a maximum of Rp.300,000,000.00 (three hundred million rupiah) of annual sales.

2.2 Small business

Small Business is a productive business that stands alone by an individual or a business entity that is not part or derivative of a company or branch of a company that is controlled, owned, or part either directly or indirectly from a Medium or Large Business that has criteria in accordance with the provisions of the Business criteria. Small. The criteria possessed by Small Businesses include:

1. Have a net worth in the range of IDR 50,000,000 (fifty million rupiah) to IDR 300,000,000 (three hundred million rupiah) which does not cover the building and land of the place of business.
2. Have annual sales results in the range of Rp.300,000,000.00 (three hundred million rupiah) to Rp.2,500,000,000.00 (two billion five hundred million rupiah).

2.3 Medium Enterprise

Medium Business is a productive business that stands alone by an individual or a business entity that is not part or derivative of a company or branch of a company that is controlled, owned, or part either directly or indirectly from a Small Business or a Large Business in accordance with the provisions of the Medium Business criteria. The criteria possessed by Medium Enterprises include:

1. Have a net worth in the range of Rp. 500,000,000.00 (five hundred million rupiah) to Rp. 10,000,000.00 (ten billion rupiah) which does not cover the building and land of the place of business.
2. Have annual sales results in the range of Rp.2,500,000,000.00 (two billion five hundred million rupiah) to Rp.50,000,000,000.00 (fifty billion rupiah).

2.4 Competitive Strategy

According to Porter (2008), the five factors include: competition among existing companies, the threat of substitute products or services, the bargaining power of buyers, the bargaining power of suppliers and the threat of new entrants.

2.5 Defensive Strategy

According to Sri Susilo (2009), the survival strategy can be categorized into two, namely: (1) Increasing the selling price of the product, and (2) not increasing the price of the product.

2.6 Communication Strategy

are non-digital, digital and soft selling strategies. Non-digital strategies or conventional sales are maintained by considering loyal customers of MSME products who are accustomed to shopping offline, due to the proximity of the location to MSME actors.

Digital Strategy consists of three main elements, namely content, database, and advertising. In terms of content, for example, MSMEs must be able to create interesting content that is in line with Percy's new target market, Larry. 2008..Soft selling marketing strategy is the use of promotional media that explains the product, for example using attractive product packaging, attractive taglines or infographics full of product information. Percy, Larry. 2008.

2.7 SWOT

SWOT analysis is the identification of various factors that are systematically arranged to formulate a company strategy based on logic that can analyze strengths and opportunities, but simultaneously minimize weaknesses and threats (Kotler & Keller, 2003). 2006).

2.8 Analytical Hierarchy Process (AHP)

used by decision makers to analyze various priority options with multiple criteria (Rohmatulloh & Winarni, 2012). AHP is a decision-making tool that describes a complex problem in a hierarchical structure with many levels consisting of goals, criteria, and alternatives (Hardiyansyah, Ikhwana, & Kurniawati, 2015). AHP performs pairwise comparisons to assess alternatives at the lowest hierarchical level in order to make the best decision among alternatives (Görener, Toker, & Uluçay, 2012).

2.9 Strategic Change Management

Strategic change management is one of the most dynamic fields in many research areas such as strategic management and corporate turnaround. Strategic change management has been recognized as one of the main sources of organizational performance improvement (Vithessonthi and Thoumrungroje, 2011). The consistent and persistent use of strategic change management focuses on aligning organizational strategy, structure, and ideology with ongoing change (Cho and Hambrick, 2011). 2006).

2.10 Scorpio Model Marketing Strategy

is an ongoing process of every company and every company has its own time frame for reviewing this technique, it may be a year or a month, or it may be a week or another.

2.11 Operating Strategy

Bart, Blome, Olhager, Srari, and Xiande (2016), elaborated the Operating Strategy which includes price, design flexibility, product line, volume flexibility, quality conformity, quality whose characteristics are in accordance with predetermined Firm Performance standards (performance quality), speed delivery, prompt delivery, after sales service. Vickery, Cornelia and Markland (1997), suggested the dimensions of the Operating Strategy include product flexibility, volume flexibility, low production costs, new product introductions, delivery speed, delivery accuracy, quality, product reliability, and design quality.

2.12 Firm Performance

is financial perspective internal business process perspective/operations. From a financial perspective, the indicators we use are return on investment (ROE), return on assets (ROA), return on equity (ROE) and sales growth rates. From the perspective of internal business processes or operations, the indicator we use is productivity.

2.13 Business Environment

change relatively quickly and are increasingly uncertain. For a company, the situation is not to be avoided but to be adapted, the reason being, a series of factors in the business environment are not only an opportunity for the company but also a threat to the company (Mariam and Ramli, 2019b).

2.14 Digital marketing

is a promotional activity and market search through digital media online by utilizing various means, such as social networks. The virtual world is no longer only able to connect people with devices, but also people with other people all over the world (Mustika, 2019)

III. Research Method

This study uses a systematic literature review method with research questions to find out the strategic strategies used by MSMEs in Indonesia during the Covid 19 pandemic so that MSMEs can survive and compete, because this pandemic in Indonesia occurred in early 2020 until now, then the publication of articles in this study starts from 2020 to 2022. This study identifies, assesses and interprets findings on a research topic to answer research questions (Jesson et al., 2011).

The initial article search process was carried out on the Google Scholar portal, which was then searched for research journals in Indonesia with the keywords "Small and Medium Enterprises (MSME) Competitive Strategies in the Pandemic Period and found adequate articles, so that the search development was carried out on. Furthermore, the protocol review was carried out by formulating research questions by classifying keywords according to population strategies, interventions, comparisons, research results and from Google Scholar found 20 studies with the same topic, namely Competitive Strategy for MSMEs During the Pandemic in Indonesia, (Bown & Sutton, 2010).

IV. Results and Discussion

Article Selection

Search results for articles with the keywords "Competitive Strategy, MSMEs during the Covid 19 Pandemic between 2020 and 2022 on Google Scholar obtained 127 results, of the 127 journals that really discussed competitive strategies, 35 journals were obtained, and after the research was carried out again according to research needs. Based on the results of the selection of the articles, the results were obtained in accordance with the topic of 20 articles from various online database sources, the year of publication, the research methods used and the sub-topics that discussed the Competitive Strategy of MSMEs, the Covid 19 Pandemic Period in Indonesia

The results of the 20 literature studies that have been reviewed show that there are strategies implemented by MSME actors during the pandemic in order to compete and survive in the Covid 19 Pandemic Era, and the results of the review and analysis of the 20 journals are as follows:

1. Rukmana and Sukanta, 2020 made a study on Analysis of Competitive Strategies and Survival Strategies in the Micro and Small Industry of Packaged Chips Food in Coblong District, Bandung City, West Java in 2020 Amidst the Difficult Situation of the Spread of the COVID-19 Pandemic

The purpose of this study is to find out and analyze competitive strategies and survival strategies in micro and small packaged chips food businesses in Coblong sub-district, Bandung City in 2020. The data used are primary and secondary data. Primary data was obtained from the results of field surveys and interviews, while secondary data from related institutions or agencies such as the Department of Industry and Trade, the Central Statistics Agency and the ABDSI Association of West Java Regional Coordinators who were in the center of the Packaged Chips Food industry, with a population of 60 (chips producers in the Region) Coblong District, Bandung City) The analytical tool used for competitive strategy is Porter's Theory of Five Competitive Forces (1980). Meanwhile, descriptive analysis is used to analyze the survival strategy of micro and small enterprises of packaged chip food producers and the results of research so that MSMEs can compete based on the Five Competitive Forces method approach from Porter (1980), chips producers are able to compete with price, product development, promotion, and product distribution. The Defensive Strategy of Packaged Chips Manufacturers is that with the Porter's model of competitive strategy, producers are able to survive the competition between larger chip producers because of the survival strategy used by producers, namely affordable prices for consumers. product development, promotion, and product distribution. The Defensive Strategy of Packaged Chips Manufacturers is that with the Porter's model of competitive strategy, producers are able to survive the competition between larger chip producers because of the survival strategy used by producers, namely affordable prices for consumers. product development, promotion, and product distribution. The Defensive Strategy of Packaged Chips Manufacturers is that with the Porter's model of competitive strategy, producers are able to survive the competition between larger chip producers because of the survival strategy used by producers, namely affordable prices for consumers.

2. Feti Fatimah and Wenny Murtalining Tyas Strategies to Compete with Restaurant Umkm at SaatCovid 19 pandemic
 The purpose of this study was to determine and determine the competitive strategy of restaurant SMEs in the Jember Regency campus area during the covid 19 pandemic.
 This research uses descriptive qualitative method. Determination of competitive strategy using SWOT analysis, the results of this study using SWOT analysis, lies in. The Internal External Matrix shows that the Restaurant MSMEs are located in quadrant V, namely at the point (2.55; 2.85), which means they have a stability/growth strategy in order to be able to develop themselves in the future. The results of the SWOT analysis of MSME Restaurants in the Jember campus area are that the strengths and opportunities of MSMEs if they are empowered together will be able to increase their business. The application of competitive strategies to MSME Restaurants in the campus area by combining stability/growth strategies and using the SO strategy formulation from the SWOT analysis.

3. Rulandari et.al, 2020, Marketing Communication Strategy for Micro, Small and Medium Enterprises in the New Normal Era
 The purpose of this study is to produce recommendations for MSME actors in implementing appropriate marketing communication strategies in the New Normal era
 The formulation of the problem in this study is how the marketing communication strategy of SMEs in the current New Normal Era. This research is a qualitative research that carries out data collection through online interviews and descriptive data analysis techniques. The research informants are MSME actors located in DKI Jakarta. The results of this study indicate, in responding to the current New Normal era, MSME actors use marketing communication strategies by focusing more on marketing on digital platforms, but without leaving traditional or non-digital markets and coupled with a soft selling strategy. Through the implementation of these three marketing communication strategies, MSME actors can remain competitive in the current New Normal era.

4. Narto and Basuki Strengthening Puduk's Marketing Strategy in the Midst of the Coviq 19 Pandemic to Increase Competitive Advantage of Micro, Small and Medium Cities
 The purpose of this study is to identify internal and external factors using a SWOT analysis approach and formulate selected strategies using the Analytical Hierarchy Process (AHP). This study uses a purposive sampling technique by giving questionnaires to 50 respondents consisting of SMEs, business groups, government and consumers of Puduk Gresik City.
 The results of the SWOT analysis obtained the IFAS value of 2.7013 while the EFAS value of 2.9400. Thus the IE matrix for Puduk Gresik SMEs is in a position of growth and stability.
 The results of the strategy selection using the AHP method to determine alternative strategies, namely
 1. Maintain prices and improve product quality without preservatives to increase consumer loyalty to the product and obtain a promising profit, with a weight value of 0.300. Priority
 2. The second is the strategy of conducting online-based promotions and providing discounts so that they are more widely known and attract the interest of consumers outside the city of Gresik. These two strategies are the combination chosen to

strengthen marketing strategies so as to increase the competitive advantage of Puduk Gresik SMEs.

5. Mariam and Ramli ,2020 The Role of Strategic Change Management Mediation in Micro, Small and Medium Enterprises in the Covid-19 Pandemic Condition

The purpose of this study is to analyze whether strategic change management can mediate organization performance with competence, organization learning variables. This study uses primary data obtained by distributing research instruments to target respondents who represent the population. In this study, the population observed was the performance of Micro, Small and Medium Enterprises in the Province of the Special Capital Region of Jakarta. In this study, descriptive analysis was used to determine the distribution of the values of respondents' responses to the variables used in the study, using SPSS software.

The results of this study succeeded in proving that strategic change management has a mediating role between Competence and Organizational performance (organizational performance) in Micro, Small and Medium Enterprises organizations in the Province of the Special Capital Region of Jakarta.

6. Anggiani El. Al, 2021, Analysis of Strategic Management in Dora's Batokok Chicken Business during the Covid-19 Pandemic

The object of this research is the Batokok Dora Chicken business. The method we use in this study is a qualitative analysis method with a descriptive approach. namely describing or describing the reality that exists in the Batokok Dora Chicken business and how the business implements strategic management using SWOT (Strength, Weakness, Opportunities, Threats) analysis.

The results of this study are:

1. The main strength in developing this Batokok Chicken business is the quality of the product's raw materials that have been recognized as good.
2. While the most basic weakness is well-coordinated planning in carrying out production operations.
3. There are several alternative strategies that can be applied in developing this Batokok Chicken business:

The first is to maintain and improve the quality of raw materials for Batokok Chicken products.

Second, they can promote their business more vigorously through social media or brochures.

Third, provide discounts to attract the attention of consumers.

Fourth, they can work together with the Gojek application to make it easier for consumers to make online orders and be able to reintroduce the Batokok Dora Chicken business to other customers.

7. Sofianto et.al 2021 Analysis of Competitive Strategies in Increasing Sales at Student Micro Businesses During the Covid-19 Pandemic

aims to implement competitive strategies in increasing sales to student micro-enterprises during the Covid-19 pandemic.

Research results

1. Running a business requires planning starting in terms of activities, costs, and profits expected by business actors.

2. Creativity of entrepreneurs. With high creativity, the business that is run will always have new innovations that will attract consumers to subscribe.
8. Ariza and Aslami, 2021, Analysis of Marketing Strategy for Micro, Small and Medium Enterprises (MSMEs) in the Digital Era in Medan City
The purpose of this study is to see how marketing strategies are applied to SMEs in order to compete in the digital era. This study uses qualitative techniques in this study, conducting structured interviews with owners or top management of SMEs, with a sample of 31 respondents.
The results of this study reveal that the culinary, fashion, and tour and travel industries use value added and differentiation strategies for their products and services, as well as a competitive pricing approach. In the trading industry, on the other hand, they are more likely to use pricing strategies to compete in the market and choose a niche market to develop their target market.
9. Desfitriana et.al, 2021 Prediction of Business Strategy on the Performance of Small, Medium Scale Companies in the Covig Period 19i
This research method is descriptive and verification method, the analytical tool is structural equation modeling (SEM, Lisrel).
The results show that business strategy affects the performance of small and medium-sized companies during the covid-19 period.
10. Hadi and Zakiah, 2021 Digital Marketing Strategy for MSMEs (Micro, Small and Medium Enterprises) to compete during the Pandemic 2
The purpose of the study was to find out how the techniques, elements, processes and activities of MSME actors in using digital marketing to compete during the pandemic. qualitative method with analytical descriptive approach. Descriptive research is collecting data based on the factors that support the object of research. Qualitative research deals with ideas, perceptions, opinions, beliefs of the people to be studied and all of them cannot be measured by numbers.
The results of the study show that there are still a few MSMEs that use digital *marketing* (15.08%) as a strategy to increase sales and requires an understanding of digital marketing. Based on research analysis, MSMEs that already use digital marketing are able to survive and even increase sales without relying on conventional stores.
11. Ade Onny Siagian, 2021, MSME Marketing Recovery Strategy during the Covid-19 Pandemic in the Creative Economy Sector
Qualitative research method with library research approach.
The results of this study prove that the preparation of marketing strategies in entrepreneurship in the creative economy sector can be planned through STP (Segmenting, Targeting and Positioning) to attract consumers. While the supporting factors in entrepreneurship in the creative economy sector during the Covid-19 pandemic to run effectively and efficiently Among them are the concept of promotion, service excellet customers rewards, affiliations or partnerships and social capital.

12. Yulianto, 2021 Implementation of the SCORPIO Model as a Marketing Strategy for Micro & Small Business Actors during the Covid-19 Pandemic
This study aims to examine how the implementation of the SCORPIO Model in the Marketing Strategy of Small Business Actors during the Covid-19 Pandemic. This study also aims to convey or describe marketing strategies for Small Business Actors by utilizing the SCORPIO Model.
This study uses a descriptive qualitative method that will use some literature such as books, articles, or homepages as secondary data sources. The COVID-19 pandemic has had a major impact on the economy of MSMEs in Indonesia. With the implementation of this scorprio model on the marketing strategy of small business actors or MSMEs, it can help maintain business during this pandemic with 7 components that 1. Segmentation and Targeting. 2. Customers. 3. Organization Processes and Culture 4. Retention. Organization agrees with the work 5. Positioning and Branding. Organization 6. Industry or Market. 7. Offers.
13. Maskarto Lucky Nara Rosmadi, 2021 Implementation of Business Strategy during the Covid-1 Pandemic
This study was conducted to determine the business strategies implemented by Micro, Small and Medium Enterprises (MSMEs) in dealing with the COVID-19 pandemic. The object of research is Sadang, Bandung Regency. The method used is a qualitative research method with a descriptive approach. Based on the results of the research, data obtained that the business strategy in marketing their products through the media is the snack food industry with the trademark Waroenk Ngemil which is located on Jalan social.
The results of this study are that this strategy can work as expected by paying attention to consumer purchasing power during this covid-19 pandemic. However, by using social media facilities, the funds needed by small business actors have an impact on reducing business capital. From the description above, it can be concluded that the role of government and banking is very important, especially with regard to training in the use of information technology so that small business products can survive in the midst of the COVID-19 pandemic.
14. Hermi Sularsih and Akhamad Nasir, 2021. MSME strategy in increasing income during the Covid-19 pandemic in order to maintain business continuity in the era of the industrial revolution 4.0 (study on food and beverage MSMEs in Pasuruan Regency)
The purpose of this study is to find a strategy to increase MSME income during the COVID-19 pandemic in order to maintain business continuity in the era of the Industrial Revolution 4.0.
The general goal to be achieved is to increase the knowledge of MSME actors during the COVID-19 pandemic and increase the income of small and medium enterprises (MSMEs) for business continuity in Pasuruan Regency in the era of the Industrial Revolution 4.0.
The method used in this study is a qualitative method using descriptive techniques, such as data reduction, data presentation and drawing conclusions through SWOT analysis. Informants in this survey are the Office of Cooperatives and Micro Enterprises and SMEs in Pasuruan Regency.
The results showed that the Matrix Internal Factors (IFAS) and External Factors (EFAS) showed that MSMEs in the food and beverage business were located in cell V in the position of identification, segment growth, investment choice and specialization.

The strategy that must be carried out by micro food and beverage businesses in Pasuruan Regency is to increase income in order to maintain business continuity in the face of the industrial revolution 4.0. during the covid 19 pandemic, namely on Strength Opportunity (SO) by creating strategies that use strength to take advantage of external opportunities.

15. Siregar, et Al, 2021 MSME Strategy in the Pandemic Period

The purpose of this study is to find out what strategies are carried out by micro, small and medium enterprises (MSMEs) and how to implement strategies so that they can compete and survive during the COVID-19 pandemic.

The method of analysis uses qualitative and descriptive analysis as well as literature review

The challenges of SMEs in improving their marketing performance include the ability to capitalize, mindset, level of knowledge of business actors, ability to read market opportunities, use of online distribution channel systems, productivity efficiency, production costs, branding, packaging, coaching and training by the government.

Future opportunities for MSMEs are competitiveness, new market opportunities, creativity and marketing innovation (brands, shapes, packaging models, and so on).

The concept of a new marketing strategy that can be suggested to MSMEs in Rantauprapat City in order to improve marketing performance. Resource capabilities can be developed through education and training for MSME actors. And lastly, establishing good relationships and cooperation with consumers, professionals, research firms, partners, academic and clinical collaborators, providers, regulators and suppliers.

16. Siska Yuli Anita 2022, Analysis of Competitive Strategy for Micro, Small and Medium Enterprises (MSMEs) during the Covid-19 Pandemic in the Perspective of Islamic Business Ethics (Study on Banana Chips SMEs on Jl. ZA. Pagar Alam)

The purpose of this study is to find out how competitive strategies can be carried out by banana chips SMEs and to find out how to compete based on Islamic business ethics

This type of research is field research, using data collection methods in the form of observation, documentation and literature study, the number of samples is 32 respondents, using a SWOT analysis tool.

ResultsIn this research, using a swot analysis tool is in quadrant 1, namely the aggressive strategy, namely with internal strengths, utilizing is an opportunity to offer MSME products that are already known by the public and have a strategy in accordance with the Islamic business ethics of amanah, fatonah, tabligh and shidig

17. Mariam, et.al, 2022, Firm Performance of Micro, Small and Medium Enterprises (MSMEs) During the Coviq 9 Pandemic in DKI Jakarta Province

This study aims to see the influence of the Business Environment on the Operating Strategy, and Firm Performance.

The research methodology is an explanatory study with a quantitative approach. The population of this study was conducted on Micro, Small and Medium Enterprises (MSMEs) in DKI Jakarta Province, with a total sample of 110 SMEs. Data was collected using a questionnaire and technical data analysis using SEM (Structural Equation Modeling), namely through the smartPLS application.

The results of this study are the findings that: (1) the Business Environment affects the Operating Strategy positively and significantly; (2) Business Environment affects Firm

Performance negatively and insignificantly; (3) Operating Strategy affects Firm Performance positively and significantly; (4) Business Environment influences Firm Performance through Operating Strategy positively and significantly.

The results of this study are expected to strengthen the Firm Performance of SMEs in DKI Jakarta Province through the Firm Business Environment and Operating Strategy.

18. Susanti, et.al, 2022 the advantages of Social Media as a Digital Marketing Strategy for Indonesian Small Micro and Medium Enterprises (MSMEs)

This study aims to get an overview of how MSMEs take advantage of the advantages of social media for their business.

The method used is a qualitative descriptive approach by analyzing factors related to the object of research.

The results showed that the majority of MSME business people benefited from the advantages of digital marketing by using social media applications. Supported by observations that the baby boomers and generation X have adapted to today's technology and are adapting regardless of the various limitations and challenges that accompany this generation with the aim of improving and developing their business.

19. Soleh, 2022, Implementation of Digital Marketing Strategy for MSMEs during the Covid-19 Pandemic

The purpose of this study was to determine the application of digitalization and digital marketing strategies to the Putra Jaya Furniture UMKM in the village of Spait Pekalongan.

This research is a qualitative approach research with descriptive mode data type with data collection techniques in this study using interviews, documentation, and observation.

Research result

Marketing strategies with digital marketing include using digital advertising, social media or market places. Meanwhile, ways to make online promotions more effective and attractive include: using social media specifically for business, using attractive product photos, using hashtags every time you post a product, creating a regular schedule, creating interesting content, using promotional mediators.

20. Widya Nur Bhakti Pertiwi¹, Lia Uzliawati² Convection Business Strategy during the Covid-19 Pandemic in Serang City

The purpose of this study is to find out what strategies must be carried out by convection entrepreneurs in Sukawana Village to survive during the covid-19 pandemic.

This research is descriptive qualitative using SWOT analysis, as well as EFAS and IFAS tables. One alternative strategy that should be carried out by convection entrepreneurs in Sukawana Village to survive is to minimize weaknesses by avoiding threats (WT), namely starting to do more professional business management in terms of production, human resources, finance, and marketing.

V. Conclusion

The impact of the COVID-19 pandemic that has occurred since the end of 2019 until now has had an impact on the world economy, including in Indonesia, both large companies and Micro, Small and Medium Enterprises (MSMEs). The social restrictions imposed on the crew from 2020 to mid-2021, and the loosening of social restrictions starting at the end of 2021 will greatly affect the health condition of the company, especially Micro, Small and Medium Enterprises (MSMEs) which have limited capital and human resources. HR), then Micro, Small and Medium Enterprises (MSMEs) to be able to survive and compete in the New Normal Era, Micro, Small and Medium Enterprises (MSMEs) must be able to adapt to different circumstances before the Covig 19 pandemic, from previous research there are several recommendations Strategies to be able to compete in this New Normal era:

Competitive Strategy, SWOT, Communication Strategy, Change Strategy, Differentiation Strategy, Marketing Strategy,

1. Competitive strategies that can be applied by SMEs are pricing, product development, promotion, and product distribution (Porter 1998). Meanwhile, so that MSMEs can survive with affordable prices for consumers.
2. Competitive strategy by combining stability/growth strategies and using SO strategy formulation from SWOT analysis.
3. Marketing communication strategy by focusing marketing on digital platforms, but without leaving traditional or non-digital markets and coupled with soft selling strategies
4. Strategic change management(change management) has a mediating role between Competence and Organizational performance (organizational performance) in the organization
5. A strategy that emphasizes providing added value and product differentiation (the uniqueness of the products and services offered), providing the best service (Sevice Excellence) and competitive prices compared to its competitors.
6. Using digital marketing in selling and promoting their products and services through social media (Marketplaces or Marketspaces), it is necessary to learn the era of globalization and technology for MSMEs
7. Marketing strategy with the SCORPIO model by applying the 7 Ps, namely *Segmentation and Targeting*, Customers. Organization Processes and Culture Retention. The organization agrees with the work. Positioning and Branding. Industry or Market Organization. And Offering
8. MSMEs must carry out the preparation of marketing strategies in entrepreneurship by planning through STP (Segmenting, Targeting and Positioning)
9. Islamic-based MSME strategy (with Islamic business ethics amanah, fatonah, tabligh and shidig) by using SWOT analysis, namely by internal strength taking advantage of opportunities to offer MSME products that are already known by the public
10. Carry out creative innovations both in products or services and be creative in services and promotions so that consumers are interested in buying a product or service during a pandemic
11. *MSMEs need to pay attention to the Business Environment because it affects the Operating Strategy and Firm Performance.*

From the results of the review and analysis of 20 journals published in 2020 to 2022, 11 recommendations for strategic strategies have been used by MSMEs during the Pandemic in order to be able to compete and survive in this New Normal Era, and MSME problems, namely low human resources and limited capital. need government support through its economic policies.

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