

# DIGITAL MARKETING STRATEGY FOR SNACK MSME (MICRO, SMALL AND MEDIUM ENTERPRISES) LANDBUTTER BAKERY DURING THE COVID-19 PANDEMIC

**Belani Asmara Hadi<sup>1</sup>, Sri Astuti Pratminingsih<sup>2</sup>**

<sup>1,2</sup>Master of Management Widyatama University  
belani.hadi@widyatama.ac.id

## **Keyword**

*digital marketing, covid-19 pandemic, msme (micro, small and medium enterprises) digital marketing strategy.*

## **Abstract**

*Snack MSME (Micro, Small and Medium Enterprises) business unit categories are currently one of the most promising to grow. The objective of this research was to develop digital marketing strategies for Landbutter Bakery, a Snack MSME (Micro, Small and Medium Enterprises) located in Bandung City, West Java, Indonesia. The study employs a qualitative descriptive approach to explore Landbutter Bakery's digital marketing strategies in promoting their products during the Covid-19 pandemic. The data analysis follows the Miles and Huberman method, involving several stages including data collection, data presentation, data reduction, and drawing conclusions in an interactive process. The results of the study show that, first, the implementation of the "Finest Food Delight" branding is an integral aspect of Landbutter Bakery's digital marketing strategy aimed at attracting an increase in customer orders., this is supported by qualitative analysis using the Miles and Huberman method (1994). Second, the process of digital marketing involves conducting online marketing activities and implementing 8 (eight) stages of content marketing. (Kotler, 2017). Third, social media as a digital marketing strategy has been quite successful in boosting the growth of customer's orders of Landbutter Bakery's products.*

## **INTRODUCTION**

The MSME sector is instrumental in driving economic growth in Indonesia, exemplified by its substantial contribution of 60% to the country's GDP. A survey conducted by the Department of Cooperatives and SMEs of Bandung City reveals that Bandung is a prominent city that has witnessed substantial growth in this sector. Internally, these challenges include limited capital and a lack of technological awareness. Externally, obstacles arise from obtaining business permissions, accessing raw materials, implementing effective marketing strategies, and integrating into regional and global supply chains (Gunartin, 2017). Maulida and Yunani's research findings (2017) provide additional support to this issue, indicating that the main challenges faced by MSMEs in Indonesia are related to capital availability (51.09%) and marketing strategies (34.72%).

The emergence of the Covid-19 pandemic in Wuhan in December 2019 necessitated a shift from traditional face-to-face (offline) shopping, where transactions were conducted directly between buyers and sellers, to a virtual (online) shopping system. The Covid-19 pandemic has prompted nearly all industries to adopt online media as a means of marketing their services to mitigate the risk of Covid-19 transmission. This approach is commonly referred to as digital-based marketing or digital marketing. The first documented Covid-19 case in Indonesia was officially reported on March 2, 2020 (Sukur et al., 2020). In response to the pandemic, the Indonesian Government implemented Large-Scale Social Restrictions (PSBB) under Government

Regulation No. 21 of 2020. Subsequently, the PSBB policy was replaced with the "New Normal" policy, as discussed by Irwanto and Arifin (2020). This shift in policy provided an opportunity for snack MSMEs like Landbutter Bakery to maximize their use of digital marketing strategies to attract both new and loyal customers.

The primary objective of this research is to investigate how Landbutter Bakery, a snack MSME, used digital marketing as a strategy to promote its business services during the Covid-19 pandemic. One promising snack MSME business is the cake & bakery industry, as people will always have a need for cakes and bread, whether for personal consumption, special occasions, or as gifts. Therefore, the growth of snack MSMEs is rapidly increasing in major cities, including Bandung. There are numerous snack MSME stores in Bandung, ranging from well-established ones to recently established ones. Landbutter Bakery, formerly known as The Beauty Bites, is one of the snacks MSME located in Bandung. It was established in 2016, initially starting with a modest store offering a variety of flavors of collagen bites, collagen drink, fudgy brownies and softcakes. Over time, the business has experienced significant growth, despite operating through an offline store system and accepting pre-orders via telephone. During the Covid-19 pandemic, Landbutter Bakery experienced a drastic decline in its operations, prompting the management to initiate a shift in their marketing approach from traditional methods to digital marketing.

Digital marketing is advantageous for the snack MSME industry as it facilitates external consumers in discovering products more effectively. To effectively promote and market these services, the implementation of digital marketing, which refers to online marketing strategies, is essential. Social media platforms enable easy access and sharing of information through social interactions (Sarwono et al., 2012). The popularity of social media stems from its convenience and user-friendly features (Pradiani, 2018). It offers opportunities for individuals to connect with others online, be it for business, political, or personal purposes (Agung & Darma, 2019). The research conducted by Setiawan et al. (2018) and Sirejeki (2016) demonstrated that the implementation of digital marketing strategies can lead to an increase in profit for food micro, small, and medium enterprises (MSMEs) by a range of 10% to 32%. According to data from We Are Social, the proportion of Indonesians who made online purchases of products and services increased by 15% from the previous year, reaching 41% in 2017 (Kama, 2018). The research conducted by Mokhtar et al. (2017) demonstrated that the adoption of technology in MSMEs can lead to enhancements in market size, cost reduction in marketing efforts, increased sales, and the establishment of stronger consumer relationships. The research conducted by Lisawati (2016) and Khairani et al. (2018) has shown that the utilization of digital media in food product marketing is more effective in increasing the profit of MSMEs compared to traditional marketing methods.

The promising potential of the snack industry offers snack MSME in Bandung the chance to thrive in the local market through effective utilization of diverse marketing platforms, such as digital media. Moreover, this situation can be viewed as an opportunity for Bandung to further advance its food and beverage industries, thereby making a greater contribution to the economic development of the city. Multiple studies have indicated that snack products are currently among the most popular items purchased online. The study conducted by Srinivisan et al. (2016) revealed numerous benefits of utilizing technology in MSMEs. Firstly, it enables business owners to receive instant feedback from customers. Furthermore, social media platforms offer up-to-date market trends and potential opportunities. Additionally, they enable business owners to closely track and adapt their products according to consumer preferences, as well as explore the most sought-after products by consumers.

The concept of Marketing 4.0 has emerged because of the evolution of marketing theory. In their works, "Marketing 3.0" (Kotler et al., 2010) and "Marketing 4.0," (Kotler et al., 2017) explore how this theory has revolutionized the marketing landscape, shifting its focus and principles. Initially, Marketing 1.0 was centered around the product, but it evolved into a customer-oriented approach with Marketing 2.0. Moving forward, Marketing 3.0 emphasized a human-centered approach, and now Marketing 4.0 integrates both online and offline interactions (Kotler et al., 2017). Digital marketing necessitates a comprehensive approach to snack MSME business,

particularly on social media platforms (Arifin et al. 2023). According to the research conducted by Untari and Fajariana (2018), marketing through social media platforms like Instagram has shown effectiveness, but its full potential has not been fully utilized. Public opinion on social media is more concerned with service or product sellers to improve quality (Grubor & Jaksa, 2018). Therefore, there is a need to explore alternative approaches such as reaching out to consumers via telephone or providing direct information. However, according to Abdu's study conducted in 2018, digital marketing is found to have a relatively modest impact of 15.1% on shaping a company's image in society

## RESEARCH METHODS

This qualitative study investigates the implementation of digital marketing strategies in promoting Landbutter Bakery, a snack MSME, to both loyal customers and potential new customers, with a particular focus on the challenges and opportunities posed by the Covid-19 pandemic. The data for this study was collected using a combination of observation, in-depth interviews, and documentation analysis techniques (Sugiyono, 2011). To ensure the validity of the data, the researchers employed source triangulation and method triangulation techniques. Source triangulation involved gathering similar data from multiple sources, such as conducting interviews with various management principles and cross-referencing their responses. In contrast, method triangulation entails employing diverse approaches to data collection in order to obtain a comprehensive and well-rounded dataset. In this research, the effectiveness of digital marketing in attracting new customers was evaluated by cross-referencing interview data with the financial records of Landbutter Bakery for the period of 2020/2021.

The research methodology employed in this study involves qualitative descriptive analysis, where the researcher describes and analyzes the observed phenomenon or situation using sentences to draw meaningful conclusions. The qualitative data analysis framework employed in this study adheres to the methodology presented by Miles and Huberman (1994), which involves data collection, data reduction, data display, and conclusion drawing or verification.

Miles and Huberman (1994) propose a threefold analysis process that involves concurrent activities of data reduction, data display, and drawing or verifying conclusions. These three aspects will be further discussed in the following sections:

### *Data Reduction*

According to Miles and Huberman (1994), data reduction refers to the process of selecting, simplifying, and transforming data from field notes or transcriptions by focusing on essential elements. As data collection progresses, additional data reduction activities such as summarizing, coding, identifying themes, clustering, partitioning, and writing memos take place.

### *Data Display*

According to Miles and Huberman (1994), a data display is a structured presentation of information that facilitates the drawing of conclusions and the formulation of actions. They emphasize that high-quality data displays are essential for valid qualitative analysis and can take the form of matrices, graphics, networks, charts, and other visual representations. These displays aim to present information in a coherent and accessible format, allowing analysts to observe patterns and make accurate conclusions or guide further analysis based on the insights provided by the displays.

### *Conclusion Drawing or Verification*

Miles and Huberman (1994) state that conclusions are an integral part of the qualitative analysis process, but they are not static. Instead, conclusions are continuously verified and refined as the analyst progresses. While researchers may reach preliminary conclusions during the data collection phase, it is important to verify these conclusions by referring to the data. The process of drawing conclusions should not be arbitrary; it requires ongoing verification to ensure accountability.

## RESULTS

### Branding "Finest Food Delight"

In response to the challenges posed by the Covid-19 pandemic, Landbutter Bakery witnessed a significant downturn in its business operations. As a result, the management made a strategic decision to transition from conventional marketing methods to digital marketing. Through the adoption of digital marketing strategies, Landbutter Bakery effectively communicated their brand and promotional messages to their dedicated customer base across multiple digital platforms.



Figure 1. Customer's Order Growth - Month Over Month  
(Source: Landbutter Bakery's Confidential Data December with Permission 2020 - December 2021)

Figure 1 presents a graphical representation of the growth in the number of customers based on the total transactions of Landbutter Bakery from December 2020 to December 2021 after the implementation of digital marketing during the ongoing Covid-19 pandemic. The data analysis follows the Miles and Huberman method, involving several stages including data collection, data presentation, data reduction, and drawing conclusions in an interactive process.

#### Content Marketing as a Digital Marketing Strategy

The implementation of content marketing for Landbutter Bakery involved 8 (eight) steps according to Kotler (2017): (1) They set goals for increased accessibility through Instagram, Facebook, and WhatsApp. They targeted their audience through market segmentation. (2) They planned content creation, collaborating with external parties. (3) They created tailored digital content for specific occasions. (4) They distributed content on Instagram, Facebook, and WhatsApp. (5) They amplified content through regular updates and concise materials. (6) They evaluated strategies and improved them. (7) They aimed to create visually appealing and engaging content, utilize social media platforms, and foster customer engagement. (8) They emphasized regular assessment and adjustment based on consumer input and market trends.

#### Social Media as a Digital Marketing Strategy for Snack MSME Landbutter Bakery Categories within Social Media

Social media plays a main role as a strategy of digital marketing for Landbutter Bakery, a snack MSME. Facebook Fan Pages serve as business-oriented blogs, allowing Landbutter Bakery to share diverse information and utilize Facebook Ads to expand their customer base and engage with the community. Instagram serves as a platform for marketing communication, enabling users to follow accounts, engage through likes and comments, and share product photos to build a large following. It offers valuable business opportunities for Landbutter Bakery by facilitating customer interaction and showcasing their products.

### DISCUSSION

#### Branding "Finest Food Delight"

During the Covid-19 pandemic, Landbutter Bakery experienced a drastic decline in its operations, prompting the management to initiate a shift in their marketing approach from traditional methods to digital marketing. By implementing changes in branding promotion through digital marketing systems, Landbutter Bakery can reach their loyal customers through various digital channels.

Through the tagline "Finest Food Delight," Landbutter Bakery aims to build a branding that fosters increased customer loyalty. Griffin (2005) states that companies capable of creating loyal customers are those that could create value and continuously strive to improve that value. Kotler and Keller (2009:134) explain that the only value a company can create is the value derived from its customers, which exists in both the present and future. A business is considered successful when it is able to acquire and retain customers. Customers are the sole reason why a company engages in business activities because without customers, no matter how large the business, it will yield no results.

### Content Marketing as a Digital Marketing Strategy

The digital marketing strategy at Landbutter Bakery revolves around content marketing, where they promote their products through various platforms, including:

- Instagram  
<https://www.instagram.com/landbutter.bakery>
- Facebook <http://www.facebook.com/landbutterbakery.idn>
- Whatsapp Business Number.

Content marketing encompasses the creation and dissemination of content, while social media marketing plays a crucial role in enhancing business performance, building consumer relationships, and influencing consumer behavior (Taneja and Bala., 2019). Kotler et al. (2017) further describe content marketing as a process that involves eight sequential steps, including: (1) goal setting; (2) audience mapping; (3) content ideation and planning; (4) content creation; (5) content distribution; (6) content amplification; (7) content-marketing evaluation and (8) content-marketing improvement. In each step, marketers must check all the right boxes before moving on to the next.



Figure 2. Content Marketing Steps

(Source: Kotler, P., Kartajaya, H., & Setiawan, I. 2017. Marketing 4.0 Moving from Traditional to Digital. New Jersey: John Wiley & Sons, Inc.)

The following are the steps that have been taken in the implementation of content marketing:  
*Goal Setting*

To enhance public accessibility to information about Landbutter Bakery, the snack MSME has set goals for creating content that can be easily accessed. In order to expand their online marketing reach and facilitate public access to information, Landbutter Bakery has established official Instagram and Facebook Page accounts that feature content related to their products. Landbutter Bakery also provides a WhatsApp Business number on each official account. According to Mr Muhammad Ihsan Manshur (the owner of Landbutter Bakery), several social



media sites (Instagram and Facebook) contain contents of Landbutter Bakery products so that they can be conveniently accessed by the public and potential customers.

### *Audience Mapping*

To effectively reach their target market and achieve promotional objectives, Landbutter Bakery engages in market mapping and targeting. In the modern era, marketing plays a crucial role in capturing the interest of customers for snack MSMEs. These businesses can leverage social media platforms to promote their products, utilizing market segmentation strategies.

### *Content Ideation and Planning*

Initiation and content planning as promotional material. Landbutter Bakery, a snack MSME, engages in the planning of content concepts, with the responsibility for content creation and follow-up shared among all business elements. Due to limited internal resources, Landbutter Bakery currently collaborates with external parties for content development. For instance, while Landbutter Bakery creates the concept and profile, the execution of creative content is entrusted to external content creators.

### *Content Creation*

In this context, "content creation" refers to digital content creation, as it is related to the implementation of digital marketing for business operations. The creation of digital content by Landbutter Bakery, tailored to specific moments or opportunities, presents a valuable opportunity for promoting the brand to the public. In line with the Ramadan season, Landbutter Bakery's management creates content related to suitable food choices for breaking the fast. Another example is during the Eid al-Fitr celebration, Landbutter Bakery creates content about promotions for gift packages, hampers, and food product gifts to attract customers' buying interest.

### *Content Distribution*

Content distribution currently uses Landbutter Bakery's Instagram, Facebook, and WhatsApp. As for Landbutter Bakery's Facebook Page, the content will be prominently featured on the homepage, guaranteeing that digital posts are readily visible to visitors upon accessing the Facebook page. Similarly, on Instagram, Facebook, and WhatsApp, the posts will be visible on news feeds, Instagram Stories, Facebook Stories, and WhatsApp Stories. This ensures that the content reaches a wide audience quickly and efficiently.

### *Content Amplification*

Landbutter Bakery amplifies their digital content by regularly updating it based on the current needs and trends. This ensures that their social media accounts are refreshed and can attract and retain their followers. Additionally, they focus on creating concise and informative content to ensure that readers can quickly grasp the intended message without needing to spend too much time. For instance, they may create short 1-minute videos that provide an overview of Landbutter Bakery's offerings.

### *Content-Marketing Evaluation*

Based on the information provided by Landbutter Bakery management, there is a need for more targeted evaluation of their content marketing strategies. Since Landbutter Bakery does not utilize a paid platform, the evaluation process mainly focuses on identifying and addressing any inappropriate content before it is published, as well as assessing the effectiveness of the content in meeting the management's expectations and driving periodic sales growth.

### *Content-Marketing Improvement*

Digital marketing must analyze targeted consumers to adjust content and think about how to promote it (Suganya et al., 2020). To improve content marketing for Landbutter Bakery's products, it is crucial to create visually appealing and enticing content that showcases the delicious and high-quality baked goods. To generate interest and trust, implement a content strategy that includes frequent updates, exclusive deals, behind-the-scenes peeks, and client testimonials. To encourage a sense of community and loyalty, engage with customers through comments, messaging, and contests. To guarantee that the material is effective, continually assess it and make changes depending on consumer input and market trends. By putting these tactics into practice, a bakery can improve its content marketing efforts and draw more clients to its mouthwatering goods.

### **Social Media as a Digital Marketing Strategy for Snack MSME Landbutter Bakery** **Categories within Social Media**

Understanding the business models and revenue streams of major social networks and platforms is crucial for all businesses as these platforms significantly influence how people perceive brands. According to Chaffey (2019), there are 6 (six) categories within social media.

#### *Social Networking*

The primary focus lies in actively listening to customers and creating compelling content. Facebook and Twitter are commonly used to engage with consumer audiences, whereas LinkedIn tends to target business audiences.

#### *Social Knowledge*

This pertains to social platforms like Yahoo! Answers, where marketers could aid audiences in resolving their issues and subtly showcase how the product has benefitted others.

#### *Social Sharing*

These are social bookmarking sites like Pinterest, which can clarify the most interesting content within a specific category, be it in the form of images, videos, or labeled links to facilitate discovery by other users.

#### *Social News*

Twitter is the most popular example for sharing news.

#### *Social Streaming*

These are social media sites that continuously stream real-time data and are rich in photos, videos, and podcasts (audio or video recordings available on the internet), such as YouTube.

#### *Company User-generated Content and Community*

In contrast to other forms of social media presence that are separate from the company, this refers to the company's own social platforms that can be incorporated into product content, such as reviews and ratings, customer support communities, or blogs featuring user testimonials.

Besides personal accounts or profiles, Facebook offers Facebook Fan Pages or Facebook Pages that function like blogs, providing diverse information tailored to the owner's preferences, spanning various fields such as companies, education, services, physical products, artists, communities, and more. This feature is primarily designed for business purposes. Landbutter Bakery has established a Facebook page to share public information openly. Additionally, Facebook offers comprehensive advertising tools through Facebook Ads. Having a Fan Page and utilizing Facebook Ads creates opportunities for Landbutter Bakery to expand its customer base, foster community engagement, and build connections.

In the Instagram social system, users can follow other accounts or gain followers themselves. This enables communication among Instagram users through liking and commenting on uploaded photos. Atmoko (2012) suggests that Instagram, as a widely used application, provides numerous business opportunities for its users. It can serve as a platform for marketing communication by sharing product photos and building a large following. Instagram also allows consumers to easily view and provide comments on the photos of the products being sold.

According to expert Atmoko (2012) in his book Instagram Handbook, several indicators of a social media platform are mentioned:

- Hashtags: Labels consisting of words preceded by the "#" symbol. The hashtag feature is important as it facilitates users in discovering photos on Instagram with specific labels.
- Location (Geotagging): Smartphones are equipped with geotagging features, which are useful for identifying the location where a photo was taken.
- Follow: A system where users can follow other accounts or have Instagram followers.
- Share: Photos or videos from Instagram can be shared on other social networks.
- Like: The "love" symbol is used to indicate that other users appreciate a photo uploaded by someone else.
- Comments: Part of the interaction on Instagram, users can provide comments in the form of suggestions, compliments, or criticism.
- Mention: Referring to other users in photo captions and comments, aiming to communicate with the mentioned users.

## CONCLUSION

The food and beverage industry faced significant challenges during the Covid-19 pandemic including snack MSME, had to adapt and modify their marketing strategies. It became essential for snack MSME, like Landbutter Bakery, to integrate traditional marketing approaches with robust digital marketing techniques to effectively promote their products. By leveraging diverse digital platforms like social media and websites, Landbutter Bakery can expand its reach to a broader audience and attract both existing and potential customers through online channels, taking advantage of the internet's influence.

This qualitative study investigates the implementation of digital marketing strategies in promoting Landbutter Bakery, a snack MSME, to both loyal customers and potential new customers, with a particular focus on the challenges and opportunities posed by the Covid-19 pandemic. Landbutter Bakery implements the "Finest Food Delight" branding as a component of their digital marketing strategy, aimed at captivating both existing and potential customers, this is supported by qualitative analysis using the Miles and Huberman method (1994). The digital marketing process is carried out through online marketing and several stages of content marketing (Kotler, 2017): (1) goal setting, (2) audience mapping, (3) content ideation and planning, (4) content creation, (5) content distribution, (6) content amplification, (7) content-marketing evaluation, and (8) content-marketing improvement. Thus, social media as a digital marketing strategy has been quite successful in boosting the growth of customer's orders of Landbutter Bakery's products.

The focus of this research is to investigate the implementation of digital marketing as a strategy for Landbutter Bakery, a snack MSME, particularly in the context of the Covid-19 pandemic. Future research endeavors could further explore the efficacy of digital marketing compared to traditional marketing approaches in the post-pandemic period. Incorporating the Marketing 4.0 theory as an analytical framework would provide valuable insights into the evolving marketing landscape.

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