

Mystery in Marketing Management Products Post COVID-19 as a Model of Survival Strategy Towards the Awakening of Micro Small and Medium Enterprises (MSMEs) in the Digital Economy Era

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Abstract

This research aims to find out the secret strategy applied in the marketing management of Mie Ewok Sukabumi Post COVID-19 towards the rise of MSMEs in the digital economy era. This study uses a qualitative approach with qualitative descriptive analysis and uses triangulation techniques to examine the data obtained from observations, interviews, FGDs, literature studies, and field visits. Based on the data that was collected, reduced, and the results of the FGD deepening, the findings from our analysis show that the secret survival strategy applied in Mie Ewok marketing management after COVID-19 towards the rise of MSMEs in the Digital Economy era, starting with personal branding and digital branding, digital media selection, business process strategy, online marketing, sales promotion, digital literacy readiness, and economic literacy. It is hoped that the survival strategy revealed is useful, feasible to be adopted and developed by other MSME actors to be implemented through marketing management by combining adaptability and survival in order to be able to rise again to continue to grow and have high competitiveness in the era of the digital economy. Qualitative descriptive analysis using this triangulation technique has enabled us to conduct an in-depth and detailed analysis of the business sector with the criteria of micro and small enterprises but has a narrow generalization capability for the larger business sector or industry. To overcome this limitation, future research is expected to use surveys covering the medium and large business sectors or other industries to test the findings and theories resulting from this research. The generalizations can be applied more broadly and guaranteed.

Keywords: Digital Economy; Mystery in Marketing Management; Survival Strategy.

Abstrak

Tujuan dilakukannya penelitian ini untuk mengetahui strategi rahasia yang terapkan dalam manajemen pemasaran Mie Ewok Sukabumi Pasca COVID-19 menuju kebangkitan UMKM di era ekonomi digital. Penelitian ini menggunakan pendekatan kualitatif dengan analisis deskriptif kualitatif dan menggunakan teknik triangulasi untuk menguji data yang diperoleh dari observasi, wawancara, FGD, studi literature dan kunjungan ke lapangan. Berdasarkan data yang berhasil dikumpulkan, di reduksi, dan hasil pendalaman FGD, temuan dari hasil analisis kami menunjukkan bahwa strategi rahasia bertahan yang diterapkan dalam manajemen pemasaran Mie Ewok Pasca COVID-19 menuju kebangkitan UMKM di era Ekonomi Digital, yaitu dimulai dengan personal branding dan digital branding, pemilihan media digital, strategi proses bisnis, pemasaran online, promosi penjualan, kesiapan literasi digital dan literasi ekonomi. Diharapkan strategi bertahan yang terungkap ini bermanfaat, layak untuk diadopsi dan dikembangkan oleh pelaku UMKM lain untuk diterapkan melalui pengelolan pemasarannya dengan menggabungkan kemampuan beradaptasi dan bertahan agar mampu kembali bangkit untuk terus tumbuh dan memiliki daya saing tinggi di era ekonomi digital. Analisis deskriptif kualitatif dengan menggunakan teknik triangulasi ini telah memungkinkan kami melakukan analisis yang mendalam dan terperinci pada sektor usaha dengan kriteria usaha mikro kecil, namun memiliki kemampuan generalisasi yang sempit bagi sektor usaha atau industri yang lebih besar. Untuk mengatasi keterbatasan ini, penelitian yang akan datang diharapkan dapat menggunakan survei yang mencakup sektor usaha

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menengah dan usaha besar atau industri lainnya untuk menguji temuan dan teori yang dihasilkan dari penelitian ini, sehingga generalisasi dapat diberlakukan lebih luas dan terjamin.

Kata kunci: Ekonomi Digital; Misteri dalam Manajemen Pemasaran; Strategi Bertahan.

INTRODUCTION

Since the beginning of 2020, the Coronavirus Disease-19 (COVID-19) pandemic has spread exponentially, infecting millions of people and halting economic activity worldwide, including Indonesia. At that time, to deal with the threat of this pandemic, various countries imposed strict restrictions on movement. They initiated economic lockdowns across the country with the aim of slowing the trend that continues to worry and present conditions of uncertainty, as well as Indonesia, enacted this regulation. Large-Scale Social Restrictions (PSBB), which limit social activities due to the COVID-19 pandemic, have caused many economic losses nationally (Hadiwardoyo, 2020). The sectors affected during the COVID-19 pandemic are transportation, tourism, trade, health and other sectors, but the economic sector most affected by COVID-19 is the household sector (Susilawati, Falefi, & Purwoko, 2020). Such conditions raise concerns that the Indonesian economy will suffer for the rest of 2020, especially for the majority of the growth in COVID-19 cases occurring in the middle to the end of the year, meaning the impact may continue until an undetermined time when this outbreak will actually go away (Olivia, Gibson, & Nasrudin, 2020).

The COVID-19 pandemic has triggered the emergence of serious disruptions, bringing the national and global economy towards an economic recession marked by negative national and global economic growth or contraction. The national economy began to contract in the second quarter of 2020 with economic growth of -5.3% (Nainggolan, 2020). The contraction was mainly due to a decrease in household consumption due to social restrictions to prevent COVID-19, a decrease in investment spending, including construction and acquisition of fixed assets, and a decrease in government spending, which also included spending on goods, including a sharp decline in foreign trade. At that time, it was predicted that such conditions would continue to disrupt national economic growth in the third and fourth quarters, prompting the government to seek to improve national economic performance until the end of 2020.

To support efforts to recover the national economy, the Government has started implementing the National Economic Recovery (PEN) program, which is expected to be effective starting in the third quarter. The PEN consists of 3 (three) main policies, namely, increasing domestic consumption (demand), increasing business activity (supply), and maintaining economic stability and monetary expansion. The COVID-19 pandemic has a negative impact on labor productivity in several business sectors and can increase health risks, cause disruption to operational, production, and marketing processes as well as reduce various access and activities as well as reduce labor productivity so that the PEN program is needed (Abidin, 2021). MSMEs are one of the business sectors that has felt the most impact of the COVID-19 pandemic. Chairman of the Indonesian MSME Association (Akumindo), Ikhsan Ingratubun said, during 2020, there were around 30 million MSMEs that went bankrupt due to COVID-19 (Sembiring, 2021). In 2019, the number of MSME actors in Indonesia was 64.7 million, but after the COVID-19 pandemic, the number of MSMEs will become 34 million in 2020, especially micro-enterprises (UMi) much-experienced bankruptcy.

Micro-enterprises also have a fast transaction turnover, use domestic products and are in contact with the primary needs of the community. It is known that in 2019 the contribution of micro-enterprises to gross domestic product (GDP) almost reached around 37.8%. Meanwhile, the Minister of Cooperatives and SMEs, Teten Masduki targets MSMEs by 2020 that the contribution of MSMEs to the national GDP will increase to 61% and the entrepreneurship ratio to 3.55% (KemenkopUKM, 2019). This number increased by 1.67 percent compared to the previous year (figure 1).

Prior to the outbreak of COVID-19, in reality, during the 2015-2019 period, the MSMEs sector was able to contribute an average of 57.32 percent to Gross Domestic Product (GDP). As for employment, MSMEs are able to absorb an average of 96.90 percent of workers each year (Sirait et al., 2021). The large contribution of MSMEs shows that the performance of MSMEs strongly supports the Indonesian economy. However, what remains to be done is the performance of MSMEs in the global market. The results of the production of MSMEs are still more dominant, only oriented towards meeting domestic needs. In other words, the export orientation of Indonesian MSMEs is not optimal.

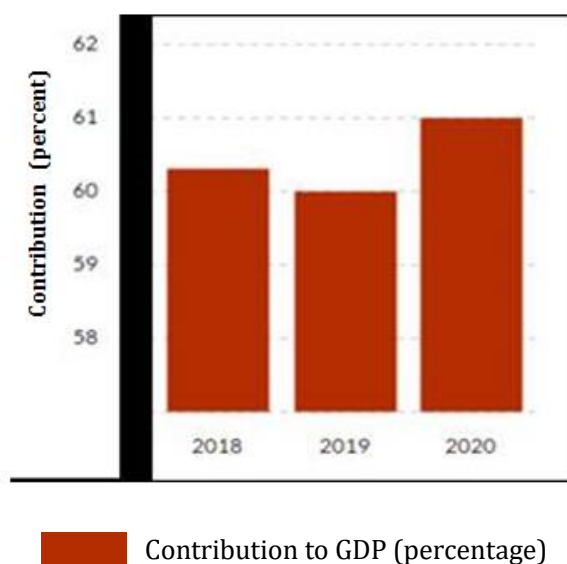


Figure 1 MSME Contribution Target to GDP. 2018-2020

(Source: KemenkopUKM, 2019; Lokadata, 2020)

Referring to the above conditions, not yet focusing on MSME export orientation and the implementation of evenly distributed movement and assistance being carried out to the fullest, the COVID-19 attack has damaged the MSME journey map resulting in many MSME actors experiencing a decrease in turnover and even stopping operations and going out of business. The condition of MSMEs before COVID was experienced quite well, but when the COVID-19 occurred, 56.8% of MSMEs were in bad condition, only 14.1% of MSMEs were still in good condition (KIC, 2020). The majority of MSMEs, or 82.9%, experienced a negative impact from this pandemic. Only 5.9% of MSME actors experienced a positive effect (see Figure 2).

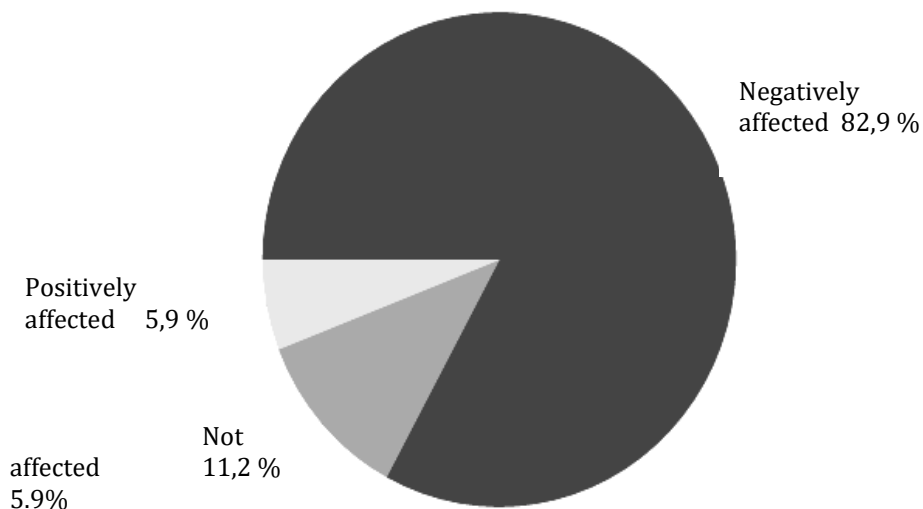


Figure 2 The Impact of Pandemy on Business

(Source, KIC, 2020)

In addition, even this pandemic caused 63.9% of the affected MSMEs to experience a decrease in turnover of more than 30%. Only 3.8% of MSMEs experienced an increase in turnover. This increase was inseparable from the ability to transform from conventional to digital businesses by utilizing various digital platforms, in line with the development of the digital economy in Indonesia.

Now new hope is starting to be reborn for MSME actors, along with various government efforts with the PEN program, stimulus, and various funding assistance, including credit relaxation and mentoring programs supported by multi-sectoral cooperation, starting to be able to encourage MSMEs to rise again even though until the end of 2021 the COVID-19 pandemic has not completely left this country. MSME actors in various regions that had stopped operating during the pandemic have slowly begun to reorganize their businesses, as are MSME players who have the resilience and resilience during the pandemic are now getting better and taking classes in the post-COVID-19 pandemic period with business models and marketing strategies more adaptive to current conditions.

As far as we can observe, several MSME actors have the resilience to endure the severity of this pandemic attack during the post-COVID-19 era, one of which is a fast-food business with the Mie Ewok brand located in the Sukabumi area. This is also the motivation for carrying out this research to fulfill our curiosity and astonishment that this business actor is able to survive and even continues to have a trend that continues to grow to this day, while other similar business actors find it difficult to survive and even have to suffer losses and have to close their business. Business resilience amid the uncertainty of the business environment that continues to change poses a puzzle for us, such as having a mystery in managing a business amidst the disruption of COVID-19, but in fact, it persists and continues to grow, which at the same time shows its ability to adapt in the digital economy era.

It is known that the government has provided various financial and non-financial assistance and stimulus as an effort to recover the national economy after COVID-19 through the rise of MSMEs who have advanced classes and are increasingly highly competitive in the midst of today's intense digital business competition. However, along with their operational journey, not all MSMEs can take full advantage of this opportunity. They are still in a slump and struggle to get back up. Therefore, MSMEs that are strong and can continue to develop during and post-pandemic seem to have accurate mysteries and secrets anchored in management, planning, and business strategy so that as long as there is a disruption of COVID-19, they will survive like a big business (UB) which have sufficient capital, a wide and loyal market share, the flow of transactions from profitable operations coupled with government intervention in the form of various assistances to encourage MSMEs to rise and move up class further strengthens them. The mystery in suppressing the secrecy of what kind of strategy enables business management to succeed. The Mie Ewok business actor has managed to survive during the COVID-19 attack that hit MSMEs.

Mie Ewok is a type of business that is included in the category of micro and small businesses. Until now it can absorb several workers as employees, then from an operational perspective, it can be run consistently seen from the number of product sales obtained both online and visitors who come directly (Table 1).

Table 1 Number of Employees and Sales of Mie Ewok Sukabumi

Info	Number	Gender & Time
Employee	2	Women
	4	Men
Sales	Up to 75 portions	Week day
	Up to 100 portions	Week end

(Source : Mie Ewok Sukabumi Business Actors, November 2021)

Mie Ewok business actors six can absorb as many as six workers and earn up to Rp. 60 million per month. Average sales per day can sell up to 75 portions (weekdays) with different prices according to the variety of products it sells. For weekends it is slightly different where operating conditions are more visitors who make the sales increase being able to sell 100 servings. Consistent sales conditions like this occurred after COVID-19. At the same time, during the COVID-19 pandemic, they were only able to sell half of the current sales volume but could still cover operational costs and generate a small profit. This is what makes this business able to survive. It has a basis that can be used as a reason and guide for making adjustments, optimizations, product innovations, services and marketing strategies that are more adaptive to the development of the digital economy. However, about how and what strategies are used to be able to maintain and increase their business as far as our observations made in preliminary studies are not clearly known, and this is a mystery and an art in marketing management attached to a secret strategy poured for modifications of valuable plans that can be implemented properly and on time so that this business can survive until now.

Mie Ewok business actors are able to respond to the uncertainty of their business by exploring unfamiliar situations and playing unusual roles so that they can make choices for the right decisions and strategies to save and maintain their business. There is a neat solution found by this business actor, quite surprising and presents a riddle for us about the secret strategy that can be applied accurately to near-perfect success during economic conditions full of uncertainty followed by the shadow of threats from

changes in the business environment that turn so quickly into digitization in this new economic era. This secret strategy is like a mystery that can be revealed to be more visible in the rational, empirical challenge to become a science combined with marketing management to create business success. Therefore, this research aims to find out the "secret" survival strategy that is applied in the marketing management of Mie Ewok Sukabumi Post COVID-19 towards the revival of MSMEs in the digital economy era. This research was also carried out to fulfill the curiosity and astonishment of researchers about secret marketing strategies and business continuity of Micro and Small Business actors, which can be carried out in abnormal business conditions but can show real success during and after COVID-19.

RESEARCH METHOD

This study used the descriptive qualitative method. Qualitative descriptive methods are used to describe or analyze research results but are not used to draw broader conclusions, where researchers try to describe what is seen, heard, and felt, and the problems and events obtained are expressed by researchers as they are (Sugiyono, 2015; Sugiyono, 2016). The research data was obtained through observation at the business location to take pictures and find out how the business conditions were direct, real and sustainable during the study, conducted in-depth interviews with employees and entrepreneurs of Mie Ewok Sukabumi about the secrets of survival strategies that had been implemented; create a focus group discussion (FGD) to discuss issues and related topics in more depth, in addition to conducting a literature study to complement the data obtained.

The data analysis technique was carried out using qualitative descriptive techniques, namely by describing and providing interpretations of the data obtained to become clearer and more meaning behind the visible data and contained a deeper meaning than just numbers. The steps are data reduction, data presentation with graphics and text, then concluding (Sugiyono, 2016). In accordance with the problems in this study, the analytical methods used are (a) data collection, using observation or observation techniques, interviews (interviews), and documentation; (b) data reduction; (c) presentation of data; and (d) conclude the findings obtained. This data analysis adopted the Creswell data analysis model, where the stages of analysis were carried out through the following steps: (1) compiling and preparing data for analysis; (2) read/view all data; (3) start coding all data; (3) use the coding process to generate descriptions; (4) interrelated themes; and (5) interpret the meaning of the theme; (Creswell & Poth, 2016; Sugiyono, 2019). This model is presented in the following figure 3.

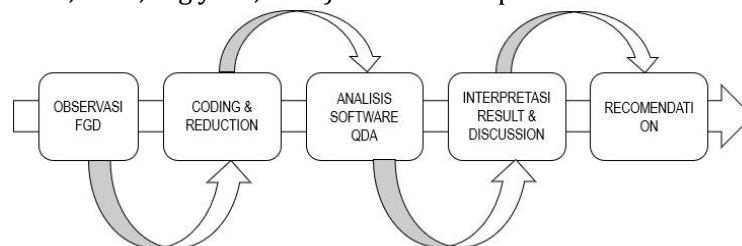


Figure 3 Qualitative Method

(Source: Adapted and Developed from Creswell's Qualitative Research Model, Creswell & Poth, 2016)

Credibility tests can be done by expanding observations, increasing persistence, triangulation, negative case analysis, using reference materials, and member checks. Therefore, triangulation is used in this study as an effort to check data from various sources through various sources, techniques, and time.

RESULTS AND DISCUSSION

Observations and interviews were conducted using an interview guide which was developed from a survival strategy according to Hardilawati (2020), by conducting: (1) e-commerce trading; (2) virtual marketing using existing digital platforms and marketplaces, (3) innovating to improve product and service quality, and (4) establishing and optimizing long-term marketing relationships with customers developed by combining the seven attributes of the digital economy from 12 attributes of the digital economy era proposed by Tapscott (2014); J. Hartono (2016), namely: (1) knowledge; (2) digitization; (3) virtualization; (4) internetworking; (5) convergence; (6) innovation; and (7) discordance.

Descriptive Data on Survival Strategies in Marketing Management in the Post-Covid-19 Digital Economy Era

Interview transcripts with six informants regarding the secret marketing management strategy as qualitative data were analyzed using Qualitative Data Analysis (QDA) Miner Lite software. To facilitate the processing of interview transcripts, we did categorization and coding for reduction by determining several keywords referring to the aspects to be revealed through this research question. The data reduction results obtained several keywords that often appear, whereas the words taken are words that have a frequency of occurrence of at least seven times. Seven key words are the "secret" survival strategies that are applied in the marketing management of Mie Ewok Sukabumi Post COVID-19 towards the revival of MSMEs in the digital economy era. The seven keywords were obtained from data reduction from in-depth interviews, namely: branding, digital media, strategy, online marketing, promotion, digital knowledge, and economic knowledge (table 2).

Table 2 Key Words of Survival Strategies Applied in Marketing Management

Code	Frequency	Percentage
Branding	7	8,24%
Digital Media	19	22,35%
Strategy	10	11,76%
Online Marketing	20	16,47%
Promotion	12	14,12%
Digital Literacy	11	12,94%
Economic Literacy	12	14,12%

Source: Data processed using QDA Miner Lite software)

The data above are keywords that informants convey every time they conduct interviews. The data shows that the word: branding has a frequency of 7 occurrences (8.24%), digital media is spoken 19 times (22.35%), the strategy appears ten times (11.76%), online marketing is 20 times (16.47%), promotion appeared 12 times (14.12%), digital knowledge appeared 11 times (12.94%), and economic knowledge appeared 12 times (14.12%). This word is the key to the success of the survival strategy

developed by Mie Ewok Sukabumi in the era of the digital economy and post-COVID-19, implemented through marketing management that is needed today.

Analysis of the "Secret" Survival Strategy Applied in Marketing Management of Mie Ewok Sukabumi

The seven keywords (Table 2) are used as qualitative information data obtained regarding the secret marketing management strategy Mie Ewok Sukabumi so that it successfully survives in the post-COVID-19 digital economy era. Then it will be discussed and explored more deeply to get a more significant meaning related to the research objectives and the theory used and its relevance to previous research.

Branding (Personal & Product)

To run or even start a business in the post-COVID-19 era and in the digital economy era that is already underway, it would be nice to build relationships first and then introduce products that have characteristics, quality, value, and meet the preferences of the target market. The relationship built is used as the main potential market that can be developed so that the market will grow wider. Mie Ewok Sukabumi business actors have carried out this kind of marketing process as a strategy to survive and develop during the COVID-19 period along with the development of the digital economy. Product introduction (branding) that is carried out continuously allows people to remember it so that brand recognition (brand) of a product is very necessary as an effort so that products can be recognized, recognized, have brand associations that are remembered and embedded in the minds of the wider community.

"In principle, what is called a business is also part of a hobby... the strategy from the beginning started with branding first, posting the product,, simply, we try to introduce the product first,, I did it only by using online organic (manual) because it was still limited funds..., The only criteria is that I study hard and copy writing (literacy), how to write, we don't just post anything, we have knowledge..., learn how to post, also pay attention to when the best time is..." (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, November 27, 2021).

"The time is relative depending on who we are targeting. See who the market segmentation is first... If we already know who we are aiming for, then we will post it on time... actually the owner research first; then he does trial and error, if for example it's bad, he usually changes it again to both content and time of posting, yes, there is a process..." (Sl, 24 years old, S1, Mie Ewok Sukabumi cashier, Personal Communication, November 27, 2021).

Informants mentioned that branding and product posting must be carried out from the start of the business process when business activities are already running, especially in today's conditions, where people's activities are like that. This post can be done through WAG, community accounts, and owned FB fanspages by displaying interesting content related to the products posted. From that post, the views and responses will be known.

"Posts are usually in Sukabumi groups or communities... for example the Mie Kocok Ewok fanpage,, and the response was good..." (Yb 19, high school, Mie Ewok Sukabumi waitress, Personal Communication, November 27, 2021).

Product branding is part of the sales strategy and one of the keys to today's marketing success that encourages increased sales and business development. Posting needs to be done in a planned, routine, and consistent manner because product posting allows many people to see it, acknowledge it, remember it and like it, and it can even form buying interest so that in the end, a purchase will occur as a real response that is financially profitable. However, it is necessary to pay attention to the content to be displayed, the intensity and time of posting or updating products. This clearly does require a process and time and trial and error to find the right posting technique and timing when posting that allows the target market segmentation to open and see. Therefore, it is not surprising that when Mie Kocok Ewok Sukabumi has only been open for a few months, it has been crowded with visitors so that it can survive during the post-COVID-19 period because sales are indeed profitable.

"The sales strategy key is that you already have branding. Every time you make content, you post 3 to 4 times a day... if you look at the opening, it's already good, actually it's not like that, I did branding first, I did it for a year. open here.... That's why it's not strange if it gets crowded right away and it's not only just opened until now, the visitors are still there, the sales are also quite profitable..." (Ek, 27 years old, undergraduate, owner of Mie Ewok Sukabumi, Personal Communication, December 6, 2021).

In addition to product branding, the seller's personal branding must also be formed from the start so that it can foster trust of the relationships that are built. Regardless of how much capital you have to start and run a business and no matter how intensively product branding is done, it must be accompanied by personal branding from business actors so that they can generate positive perceptions and customer trust.

"If I may say that for me to build a business in this digital economy era, capital is number one,, it's important, of course, there must be capital,, but the main action in starting a business is relationships, there must be trust in relationships... do it starting with I did self-branding first, I did it since 2013.. it's been a long time... the results are quite positive, the relationship trust is there, the customers are satisfied, besides the increase in new buyers, there are also a lot of old customers who keep coming back here... that's the proof as you just saw a few months this.. it worked well"(Ek, 27 years old, S1, owner of Mie Ewok Sukabumi business, Personal Communication, December 6, 2021).

From the results of the interpretation of the data obtained, personal branding and product branding are necessary for all business actors, especially currently still in the post-COVID-19 period, which has encouraged changes in people's behavior in terms of activities and consumption, and shopping behavior. This is supported by the development of information and communication technology (ICT) in the digital era where almost everyone understands ICT, owns and is able to use, operate and access minimal information through smart gadgets/android smartphones making it possible to connect to various social media containing information and content. Certain users can even connect to social media, which contains product posts uploaded by business actors. Personal branding needs to be done to create the image of business actors and create trust relationships, while product branding is very important so that products are known, liked, recognized, and remembered to stick in the minds of consumers. Self-branding and product branding need to be done continuously to form a personal image of the owner and a product image that is firmly attached to the audience's hearts (Haroen, 2014).

Personal branding needs to be done before starting and when business activities are carried out, then sometime before the business is opened where the product starts to be sold, it is necessary to do product branding first by posting products with interesting content by paying attention to the best times through social media and other media that are affordable ones that fit the budget as an online marketing

platform that allows other people to see and find out without having to meet in person. If the role of social media as an online marketing arena is maximized to build branding, the products sold will be increasingly recognized by the wider community (Fadly & Sutama, 2020). This branding is one of the strategies implemented in the marketing management of Mie Ewok Sukabumi so that it can successfully survive in the post-COVID-19 digital economy era because it allows the establishment of relationships with well-established communication, has a real market and customers that are currently profitable, and have a potential market in the future.

Digital Media

Digital media is a tool that can be used as a communication mediator where messages are conveyed virtually to be received easily and quickly. The arrival of the COVID-19 outbreak has increased the importance of the role of digital media being used to support various activities, both for personal and business purposes. Social media (social media) such as WA, IG Ads, and FB Ads are part of the digital media that are most widely used for personal use and especially for business purposes to optimize online marketing at a low cost. In particular, many micro and small business actors do online marketing starting from social media before expanding to use digital e-commerce platforms through the marketplace. The branding process to introduce products online is carried out by Mie Ewok Sukabumi, starting with using social media as a platform such as WA, IG ads, and FB ads.

“Social media is indeed wider in scope, nowadays every time I post a product with a refreshed menu, the response is good from customers... judging by the number of people who bought the menu... I don't know either, maybe because the product already has its own brand and is according to their taste ... it means that the people who come here are those who already know Mie Ewok..., although the product itself can't actually be that wide...” (As, 19 years old, high school, Mie Ewok Sukabumi waitress, Personal Communication, December 6, 2021).

Online marketing through social media is carried out optimally by Mie Ewok Sukabumi business actors to post product updates according to the exact time that has been previously mapped so that their posts can be opened and viewed by the intended customer base. Things that need to be considered, such as the content to be presented and visualization of product images or videos, must be able to convey product messages so that they can ensure that they meet their preferences. Besides WA, that Mie Ewok Sukabumi most often uses IG ads and FB ads most often uses IG ads and FB ads to post their products, which now have a brand in the Sukabumi area, so even though posting product updates through IG ads and FB ads, especially the Mie Ewok community FB, the results are quite effective in an effort to expand marketing and increase sales

“... just one post immediately affects good sales, meaning the branding is good and this branding is not from zero. Yes, in Sukabumi, the newly opened mie kocok is guaranteed to be crowded, at least it's crowded first (hopefully it's crowded first), because I did branding first before... at a certain time that is considered appropriate according to my experience, I do post products... I post on social media only through Ads, IG and FB... also on the FB community...” (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, February 26, 2022).

Ads have advantages such as detecting other people's likes, what content they often open, what the target market likes, and seeing the age range who likes or views posts where marketers can set and lock targets. So with this ad, you can determine the target. Besides that, it can also identify who likes the product that has been posted seen from the marketer's account dashboard because the account has been

integrated. In general, IG and FB accounts (business IG and FB) can determine targets, however, for business IG and Ads accounts this "needs a fee" according to the broad reach of the targeted market. As part of social media, FB and IG really support business actors to carry out business processes that require adjustments to changes in the environment and changes in the behavior of the targeted market. It is important to note in terms of readiness, both financially, and the ability to use digital media as a practical marketing platform in order to provide maximum results.

Therefore, if there is no readiness in terms of product branding, HR, and financial competence, then it does not have to go through the marketplace as a digital e-commerce platform with a wider reach that must have maintenance capabilities. and good account security management, especially to avoid cyber crime. Besides, the business mentality must be strong and must have good adaptability to keep pace with the rapid changes in this digital ecosystem. It is also important to consider the proportion of income obtained when a sales transaction occurs. Hence, social media such as IG and FB ads are part of a simple digital platform but are well known and widely used by the general public, so they can be maximized first to be used as online marketing media according to their needs, budget, target market and reach of services that can be carried out in relation to the characteristics of the products offered. The marketing strategy on social media is very supportive because it is very familiar to virtual world users, especially today's society who can make marketing more interesting, better and more practical by using everyday digital facilities such as digital smart gadgets and data packages internet, wherein people can access and market their products (Nur Faidah, 2021).

"Creating content and taking pictures are done by the owner himself... he learns a lot on youtube tutorials... the facilities are only cellphones by utilizing the features and use the ones that support it... this is the formula (strategy) that Ewok has held from the beginning, no matter how... Typically, he does what he can even with minimal equipment. The important thing is that the product is known and many people buy it..." (Ag, 20 years old, high school, Mie Ewok Sukabumi cook, Personal Communication, November 27, 2021).

This strategy is carried out by Mie Ewok Sukabumi, engaged in the culinary field with product characteristics that are not durable. Its target market and service range are for the Sukabumi area, even though the branding of its products through social media is wider than that. The consistency of online marketing on social media by Mie Ewok with great tenacity and high creativity supported by capabilities in the field of digital technology has become part of the right marketing strategy, making this business have strong durability qualities and continue to grow with consistent profitable sales to date.

"Before venturing into the marketplace. I want to maximize social media first, if sales are still good, I'll be consistent first, because right now it's still good... if the posting is the best time, it meets their taste, yes, one post invites a lot of comments, it can be seen from the viewers... if the comments are positive, many people usually buy..." (Ek, 27 years old, undergraduate, owner of Mie Ewok Sukabumi, Personal Communication, February 26, 2022).

For Mie Ewok Sukabumi Instagram and Facebook ads are part of social media that is very suitable and supports his business in marketing products online according to the target market and the market reach he can serve. The effectiveness of advertising using these ads can be seen from the number of viewers, positive comments, consistent orders, and sales levels, and no less important product branding can be built because social media is part of digital media that allows various groups in the wider community to access it easily and fast. Social media is most widely used and very supportive for micro and small business actors to introduce products and develop their business rather than the marketplace or even the website itself, which requires more costs. With contexts, interesting content, more

interactive, and well-done marketing communications, social media can connect business actors with their customers who easily understand the products offered (Akhmad, 2015). The online marketing strategy through social media as a digital communication platform carried out by Mie Ewok Sukabumi has been able to show its success in maintaining its existence and staying afloat with the trust relations and loyalty of its current customers. However, along with the development of its business in the future, selling accounts in the marketplace or the website itself allows being owned.

Business Process Strategy

Every business that will be run must have a strategy so that customers can accept the product or service that will be offered. Through the best strategies that have been planned, selected and developed, and then implemented in business processes, it is hoped that the efforts made can meet the targets and succeed. Learning to understand and know what other people like in relation to certain products through surveys and keep trying until it succeeds is Mie Ewok Sukabumi's strategy in an effort to find which side of the market segmentation gap might be filled by the products it offers. Searching and determining market segmentation is an important part of the strategy to know to whom the product branding will be introduced and attached.

"The strategy is to determine first to whom the advertising message of this product is conveyed... you have to know first who is the target market segment. The main target is housewives, which means the advertising strategy in the ads, pay attention to when the housewives have free time that allows them to open social media..." (Ek, 27 years old, S1, business owner Mie Ewok Sukabumi, Personal Communication, December 6, 2021).

The advertising strategy of posting products on social media must pay attention to the timeliness of the targeted customer base so that product branding can be achieved and the goals are successfully achieved. This shows that the target market share has been formulated, and the timing for updating product refreshes is supported by Mie Ewok Sukabumi's ability to maximize the role of online marketing in social media. General promotions are getting a voucher above a certain amount of purchase, free shipping for certain areas, and a discount for the first 10 people who buy. While the delivery is still done personally by Mie Ewok himself, mostly use Gosend service. Cooperation with delivery applications is still in the consideration stage related to the percentage of the selling price and customer perceptions related to price.

"Deliveries are still on Ewok noodles' personal cover, and the delivery is only to the closest areas. There has not been collaboration with the delivery application yet. It is still being calculated first, I think. Customers know that certain menus are normal prices, so if it suddenly increases, what's next... not ready yet maybe... in the meantime, the strategy is just via go send..." (As, 19 years old, high school, Mie Ewok Sukabumi waitress, Personal Communication, February 26, 2022).

It is a good consideration when a decision is made regarding the choice of collaborating with a delivery application at this time will likely cause a price change. Indeed, for some customers, the brand will increase, but for others, the perception is different; it is feared that the response will be negative, although it is possible to work together in the future. Mie Ewok's strategy is currently more focused on maintaining selling prices and income stability. Another strategy is that the general promotion (mentioned above) also needs to be carried out by Mie Ewok Sukabumi, but this can be done whenever the product already has branding so that customers consciously recognize the product's existence, have an interest and are willing to make a purchase. Therefore, the key strategies are the competence of

human resources (HR) of business owners related to the ability to determine their market share as an effort to create product branding, increase customer awareness and memory to make real purchases; digital capabilities; business managerial skills, product posting time, maintaining good communication with relations (cooperation); ability to adapt to changes in the business environment and consumer behavior, learner and consistent with what can be done at this time.

“It takes time to convince consumers, just do it consistently, don't have to think too much, let customers judge, product branding has been formed, customers remember, customers buy.... and customers also know more about the taste ...” (Sl, 24 years old, high school, Mie Ewok Sukabumi cashier, Personal Communication, February 26, 2022).

The strategy of Online marketing to create product branding through social media is accuracy in entering social media where there is a targeted customer base, timing when posting or updating products, and doing it consistently until you get maximum results, which can be measured from the market share you have and increasing sales. Adopting social media can increase market share up to more than 100% sales volume if it is updated every day, is used optimally, and does it consistently (Priambada, 2015). Therefore, the strategy here refers to the business process strategy carried out by Mie Ewok Sukabumi business actors, starting from determining market segmentation, when exactly to start building product branding in the eyes of customers who will become the main segment. Current customer management strategies and encouraging potential markets become real in the future and technology adoption so that business process strategies can be implemented by utilizing digital technology identical to business digitization in the digital economy era. Hence, business process strategies will cover all business activities that can support increasing business efficiency and overall performance.

Online Marketing

Online marketing is synonymous with business process strategies in the current digital economy era, because along with the development of digital technology, the availability of ICT infrastructure, and digital e-commerce platforms and marketplaces, both those provided by the government for MSMEs and the commitment of the private sector in the digital platform sector, have enabled and supported business processes to introduce products and increase sales by optimizing digital media through online marketing roles. The rise of the word online marketing to support current business processes does not mean offline marketing is abandoned. It is still done and is even combined, even though the proportion of online marketing is bigger. Mie Ewok Sukabumi carries out this process in introducing products, expanding the market, and efforts to encourage customer buying interest.

“...the most appropriate marketing, for now, is online marketing... although there is offline, in principle, the business must have many concepts. To be developed into innovation as a product refresh...online is important marketing at this time, but offline is also very important. Do it whenever possible... I can talk to relations and introduce the newest products, for example...” (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, February 26, 2022).

Marketing of Mie Ewok Sukabumi products is mostly done online. This is relevant to current conditions both in terms of changes in the business environment, consumer consumption behavior and technological advances.

“The marketing that I have noticed is mostly done online, the percentage is 90% compared to 10%. So We do more online marketing...” (Sl, 24 years old, high school, Mie Ewok Sukabumi cashier, Personal Communication, February 26, 2022).

Online marketing is intensively carried out, but Mie Ewok's offline marketing is still carried out even though the proportion of comparison prioritizes online marketing. This means that Mie Ewok's secret strategy is to do a combination of marketing (online-offline). Online marketing is more intensive because it is adjusted to the reach of the market you want to target, the speed of information dissemination, efficiency, adequate ICT infrastructure for business locations, digital capabilities, and the ability to manage the latest market and market scanning and today's demands are very supportive for business development and indeed the trend is like that. Through online marketing, it is possible for Mie Ewok Sukabumi's business opportunities to develop and will be wide open because online marketing can be said to be a dream as well as a revival solution for MSMEs. Online marketing has become a connecting solution between producers and consumers at a low cost and is a fast and efficient solution in developing a business (Rohimah, 2018). Many digital media can be used as an online marketing arena. Organic social media is a digital platform that is used in the beginning to build product branding, then enter business IG and FB Ads, including the latest Instagram Reels (IG Reels), which is more supportive for online marketing online. Visualization of images and videos is even faster. Posting advertisements is spread out even though it is outside the community and target market marketers have set.

"Yes... social media as our online marketing medium, initially organic (manual) regular IG and FB accounts, then entering business Ads... if you see the response to the market share is good and the sales rate is decent, it means as my friend said that even online marketing in Ads is just like in the marketplace..... So I've maximized IG and FB Ads first... I want to try branding through IG Reels, that's new, but later, I haven't worked on it yet, so the online marketing is still in here as the sales are still good..." (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, December 6, 2021).

The online marketing of Mie Ewok Sukabumi products is carried out incrementally, always increasing through several processes and stages, consistently until successful. When marketing through Ads can increase market share and sales, do it maximally consistently in Ads. Even though it is an innovation and adaptation and adjustment to changes in the business environment and competitors' actions, as a response, of course, in the future, it is necessary to know and expand to new digital platforms with a wider market scope. This online marketing process has made Mie Ewok Sukabumi able to adapt, survive, and develop.

Promotion

Promotion is a common action taken by marketers to stimulate customer buying interest. Business actors can do various ways of promotion in an effort to increase sales. At the time of opening and the product is ready for sale, Mie Ewok's promotional strategy is to apply a selling price below the normal price that will be set. This is done during the first week of opening but at certain hours.

"Along with product branding efforts, in fact, the product is open for the first week... calculate the cost... I'll try to give a promo by applying the selling price of 75% of the normal price per serving, but yeah, this is only for certain hours, we post on Ads IG, and the promo FB.. many people come, it's busy..." (Ek, 27 years old, S1, business owner Mie Ewok Sukabumi, Personal Communication, December 6, 2021).

Mie Ewok Sukabumi does not only virtual branding and product posting (digital marketing) on social media (WA, Ads IG, and FB) but also proves it by considering costs and their impact on subsequent sales. They are actually brave to apply the first promo by the price is 75% per portion of the actual

normal price that will be applied. This is done to test whether there are real consumers who are willing to buy their current products, as well as to find out how much of their market share actually recognizes the product, has an interest, and decides to purchase so that the results become an evaluation that will be a picture of future business prospects.

“When it opened the first time, it was immediately crowded, so I was nervous about which one to serve first. It’s due to the promo, I guess... eh, but the promo hour has passed it's still busy... I'm certainly pleased ...” (Sl, 24 years old, high school, Mie Ewok Sukabumi cashier, Personal Communication, December 6, 2021).

Online marketing performance will be seen from the number of people who make purchases and the level of sales. The promotional strategy has stimulated purchase interest after product branding efforts through the incentive of product promotion on social media. Even though the promo is applied at certain hours, buyers will still be there when the promo hours are over. This shows that the product brand already exists, customers remember and like it. Indeed Mie Ewok products meet customer tastes and preferences even though customers actually have to make trade-offs between similar products to choose Mie Ewok products ultimately. The results of the implementation of this promotion can be used as an evaluation of customer response, the number of customers who make purchases now, and provide an overview of what marketing strategies should be done in the future to win the hearts of other customers. It should be noted that although online marketing is routinely carried out as an extension of information about promotions that will be implemented, it is possible that people (communities) who are actually close to the business location where the product is sold do not even know the existence of this product and even the promotion it provides.

“When selling through online marketing don't be satisfied yet even though there are quite a lot of buyers right now... because there are still many people out there who don't know our products (despite their activities),... here is the importance of determining market segmentation, diligently updating posting products,, I also have to learn a lot about promotion, even that was the role of offline marketing, it is possible to do it, especially for the closest area here...” (Yb 19, high school, Mie Ewok Sukabumi waiter, Personal Communication, November 27, 2021).

This information shows an invisible point of view amidst the introduction of the product and the expansion of the market. It turns out that there are still people around where the product is sold, who do not know about the product. Mie Ewok's promotional model to introduce this product is close to the business location, they can be visited offline, even dare to test the product for free. When the taste meets his wishes and he likes it, it is not impossible to make a purchase and even be willing to recommend to his closest friends. This is called an offline promotion by Mie Ewok Sukabumi, by building relationships where communication takes place in a highly contextual manner that can give a positive impression that lasts continuously.

Efforts give hope for the achievement of success, but today's success can be only a story in the future because today's success can give failure and uncertainty in the future. The only certain thing is the movement of business actors, how to realize all this, what response should be taken to deal with various changes in the business environment and customer behavior, what kind of promotion strategy might be appropriate to do next. The promotions that have been carried out have made it possible to assess customer reactions and competitors' actions so that promotions are not only done once (beginning of opening) or even for a long period of time, the market response will increase even more interest when there is encouragement and stimulation, one of which is the promotion that touches the interests and

sensitivity of customer desires. Therefore, with full calculation in determining the basis for consideration, promotions need to be carried out for certain times.

“... yes, we have to be sensitive to every change in buyers, it can be seen from the ups and downs of sales. ... Usually, questions arise... why sales are decreasing. It is no problem if it's increasing because that's the goal, but to be honest, here we can decide to refresh the product as well, whether there should be another promo...” (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, November 27, 2021).

The informant said sales promotion needs to be done to maintain sales stability and manage the market. This promotion is a planned scenario to arouse customer saturation with existing products. Through the right sales promotion, it will sensitively remind and attract customers to try to make another purchase. Here, marketers must maximize the performance of the products and services they provide so that customers are willing to buy due to a promotion period. After this promotion ends, they automatically return to buy this product again and again. Besides, this promotion can also attract new targeted customers. The effectiveness of the promotion carried out by Mie Ewok Sukabumi has proven to be able to attract and increase its customers' trust and loyalty, seen from the increase in sales, which also shows the ability to compete with its competitors. Every business actor needs to carry out promotions in various ways that can be done to support and increase consumer buying interest so that marketing communications from the promotions can quickly spread the information widely. Therefore, it is currently necessary to use the sophistication of existing technology (Siagian, 2019). Promotion as a marketing mix does certainly have an important role and needs to be done. Determine the basis for consideration, manage properly and know when the promotion needs to be carried out to provide the expected results.

Mie Ewok Sukabumi has operated the stages of its business process, starting with product branding and self-branding by using more digital platforms, namely social media (WA, Ads, IG, FB) as a place for disseminating information. It is carried out by maximizing the role of online marketing and supported by the application of business process strategy includes efforts to increase product sales through sales promotions that are managed appropriately according to the time that requires promotion. All efforts made by Mie Ewok Sukabumi in developing their business are mostly made online through various digital social media platforms, which are considered to be supportive in expanding their market. This shows that business actors have digital skills and knowledge to take advantage of current digital technology advances.

Digital Literacy

Digital literacy is a person's ability and knowledge in using and utilizing digital technology to support various activities, including running a business. Digital capabilities are like the latest talents that are vitally needed in carrying out business activities to take advantage of various market opportunities that have been created in the digital economy era so that they can get out of bondage, confusion, doubt and uncertainty and get out of tight business competition. Current business processes emphasize the importance of exchanging business processes as a business model innovation in the new economic era that begins with the courage to transform from conventional to digital. The government's adequate ICT infrastructure and the private sector's commitment to providing various digital e-commerce platforms and marketplaces have supported business actors to transform and adapt to the digital ecosystem. Innovation of business models, products, and services must be carried out in the current era of economic

digitization. These are some of the reasons why digital literacy is needed to support business processes to survive and thrive amidst the rapid changes in people's shopping consumption behavior after COVID-19, which is also useful for dealing with digital economic developments. Mie Ewok Sukabumi's product branding, online marketing, implementation of business process strategies, and sales promotions use more digital media. This process requires digital capabilities from marketers or owners who play a role in managing and marketing digitally.

"Understanding digital literacy is very helpful for today's all-digital business activities. See that those who come to visit here initially get information from online marketing, from social media... they are digital media, right. Digital literacy must really be mastered in order to take advantage of the development of digital technology right now. I am like someone who understands it, aren't I ?..." (Sl, 24 years old, high school, Mie Ewok Sukabumi cashier, Personal Communication, February 26, 2022).

The role of online marketing done by Mie Ewok Sukabumi is inseparable from the digital literacy of the owner who takes product/video and manages product image and video files, then the uploading process, creating interesting content and posting, including determining the market share is done repeatedly on digital social media platforms. The concept of the digital economy has been understood to be adopted, and digital transformation has been carried out by Mie Ewok Sukabumi as evidenced in his business processes and practices that take advantage of the role of online marketing through social media (WA, Ads; IG and FB) including starting to learn about IG Reels. This shows how important it is to run a business today by combining HR competencies, digital literacy with ICT advancements so that they are able to survive and continue to rise and have high competitiveness towards more global marketing.

"ICT skills are very necessary. Even to use cellphones and the internet, you must know using them, especially for business processes. With this digital ability you can survive, so IT skills are very necessary at this time..." (Ek, 27 years old, S1, owner Mie Ewok Sukabumi business, Personal Communication, February 26, 2022).

Whatever facilities are identical to digital technology, which are used to support business processes, of course, require skill and knowledge to operate them to be used optimally. The digital ability of the Mie Ewok Sukabumi business owner has proven the emergence of the courage to exchange business processes, especially in expanding its market share by maximizing the role of online marketing through digital social media platforms.

"If I don't have digital capabilities, I don't know what to do in the current difficult economic condition. Fortunately I understand digital technology and in my cellphone there are many features that I can't take advantage of which are actually very useful to support my business..." (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, February 26, 2022).

"...with this cellphone, the business strategy becomes easy,,,, I can brand products, advertise, online promotions and the scope is wide on social media but the costs are quite minimal. If you go offline, you have to empower people, pay more expensive, time is also ong. ... well, fortunately I know digital, even if it's a bit..." (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, February 26, 2022).

In spite of only using a mobile phone, Mie Ewok Sukabumi business actors can carry out online marketing communications to the fullest, starting to introduce products, promotions until it is proven that the market is starting to recognize the existence of their products, selling their products, earning income and being able to reap profits from their hard work which cannot be separated from their ability digital literacy to support its business processes. Because after all, the digital ability to use mobile phones

for interpersonal communication with communication in a business context is different. In a business context, there are many features and applications and instructions that must be learned so that online marketing is successful in an effort to expand its market share. Digital literacy is an important aspect that business actors in this era control to welcome the 21st century, where the digital market will occur more massively (Firmansyah, Suryana, & Rifa'i, 2022). This is the importance of digital literacy to be mastered to show current business processes. Digital literacy is a skill inherent in business actors that must be mastered for the convenience of running their business which is now increasingly digitalized. Digital skills are needed by every individual as a business actor to determine easily, find, utilize and use information technology (Tahir, Ahmad, Nurjannah, Rijal, & Hasan, 2021).

In terms of age, the Mie Ewok Sukabumi business owner is a millennial generation born in the midst of IT developments and the era of digitalization and globalization, where the environment has affected digital abilities and skills. Mie Ewok Sukabumi's ability to survive and thrive in the post-COVID-19 digital economy era cannot be separated from digital knowledge integrated with business processes and online market management. In addition, from the deepening of the results of the 3rd FGD, the ability to manage finances, at least understanding (literacy) of the economy in general, has helped smooth and healthy the Mie Ewok Sukabumi business because it avoids various financial disturbances so that it can focus more on efforts to expand and manage market and implement other business process strategies that can increase sales.

Economic Literacy

Economic literacy is the ability of a person's perspective and way of thinking to be more effective and efficient in making decisions in line with the transition to meeting complex and urgent needs. The concept of economic literacy here is, of course, related to the economic decisions of business actors to carry out business transformations which have been identical to traditional ways than need to be exchanged towards digital, where the process requires good economic literacy in order to be able to start and develop their businesses so that decisions made taken advantageously in the future. Economic literacy for business actors is very much needed to support their business processes in a final way. Thus Mie Ewok business owner's success to this day cannot be separated from the existence of a crucial economic understanding to mediate and manage wisely for various roles and activities that inevitably consume costs. Mie Ewok Sukabumi needs the important role of someone who understands economic literacy to encourage sustainable and profitable business activities.

“..... Knowledge of economics to run a business is necessary even in general. The important thing is to know even if you are not an expert... Ren't there many experts who can be asked for help?... the important thing is to know the basics of economics, so as not to be easily deceived and even lose money...” (Ek, 27 years old, S1, owner of Mie Ewok Sukabumi, Personal Communication, November 27, 2021).

It is necessary for business actors to know economic knowledge, in general, to manage finances, whether it is for financing, investment allocation, saving, bailout funds, including to find out any indications of financial misappropriation or to avoid fraud. Therefore, a rational and profitable economic perspective and thinking greatly influence the decisions of business actors in navigating the sea of business processes in the digital economy era that is full of glitter and uncertainty. The certainty that the business will continue to run can be supported by the ability to manage finances and prospective economic decisions as the most sensitive driver of business processes. Suppose the Mie Ewok Sukabumi

business owner acts as the overall business manager who maintains the stability of the business process and the spearhead of sales, namely doing online marketing through social media. In that case, financial management is carried out by the cashier and his family. The meaning that can be explored and adopted here is that not every activity is carried out alone, even by the owner, although he is still the center of authority. The division of roles and tasks is important according to their respective abilities, even for small and micro-level businesses. Processes like this also facilitate the Mie Ewok Sukabumi business process.

“...for Mie Ewok's finances, I already have a cash register system. It's a division of roles even though it's a small-level business... economically and financially in general, I'm learning from my family... especially influenced by my mother. Especially influenced by mother, yes, in terms of management, I think she is the best in financial management...” (Ek, 27 years old, S1, business owner Mie Ewok Sukabumi, Personal Communication, November 27, 2021).

Economically, from a financial point of view, Mie Ewok Sukabumi has implemented a payment system through the cashier. This shows that the records have been managed both in terms of the portion sold and sales turnover and economic decisions for digital business processes to know if it is profitable. In addition, in terms of overall economic and financial management, the family assisted the business, especially his mother, the owner of the Mie Ewok business. This data is in line with some people who think that a person's success in running a business, including the understanding of the economy is indeed influenced by the family, although formally, such deeper knowledge is actually obtained through education and practice in the field. This information shows the importance of economic literacy to support the running and continuous development of hardship so that families who are considered more experienced need to help Mie Ewok Sukabumi.

"Well... understanding the economic field is very important for business actors, including Mie Ewok. Understanding business economics means being able to manage finances, even though it's simple, you have to understand economics.... Because money has to be managed, to shop for materials to suppliers, pay our employees, besides that, it can happen at any time for example needing to repair a place or buy facilities etc.... Economically, you need to do the calculations first, right?" (Sl, 24 years old, high school, Mie Ewok Sukabumi cashier, Personal Communication, November 27, 2021).

Economic literacy plays a very important role in supporting the smooth running of a business. A business will not only get income, but there will also be expenses. This requires economic considerations to consider so that what is actually obtained is profit both now and in the future. A good economic decision is that rational decision-making will be the foundation for getting a good life, improving the welfare of oneself, one's family, and even increasing the development of a profitable business. Economic literacy facilitates rational decision-making and provides more accurate economic decisions, where the increase will lead to increased economic efficiency and the welfare of both individuals and society (Dilek, KESGİNGÖZ, Konak, & HALICIOĞLU, 2018). Economic literacy is important for business actors because it relates to financial literacy, which will affect their economic behavior in their digital business processes, how they invest, finance or capital, borrow, save, manage their finances, including marketing strategies and sales transactions. Low economic literacy can result in high-cost loans and excessive debt (Stango & Zinman, 2009). The business processes carried out by Mie Ewok Sukabumi, be it product branding, use of digital media based on digital literacy of business owners, online marketing, and the application of business process strategies and promotions, all of which can be done until successful. The motive is the economy supported by the owner's economic literacy of Mie Ewok Sukabumi business. These factors are

the motivation and strategy of Mie Ewok Sukabumi which is then managed and implemented in its business processes so that it is able to survive and thrive in the post-COVID-19 digital economy era.

A Combination of Survival Strategies in the Post-Covid-19 Economic Digitization Era

From the analysis of interview transcripts and FGD deepening shows that the combination of post-COVID-19 survival strategies with seven digital economy attributes, seven keywords are obtained as findings that can be developed as strategies and business process innovations that are relevant to the current business model conditions needed, as well as These findings can be used as a model of a survival strategy towards the rise of MSMEs in the digital economy era.

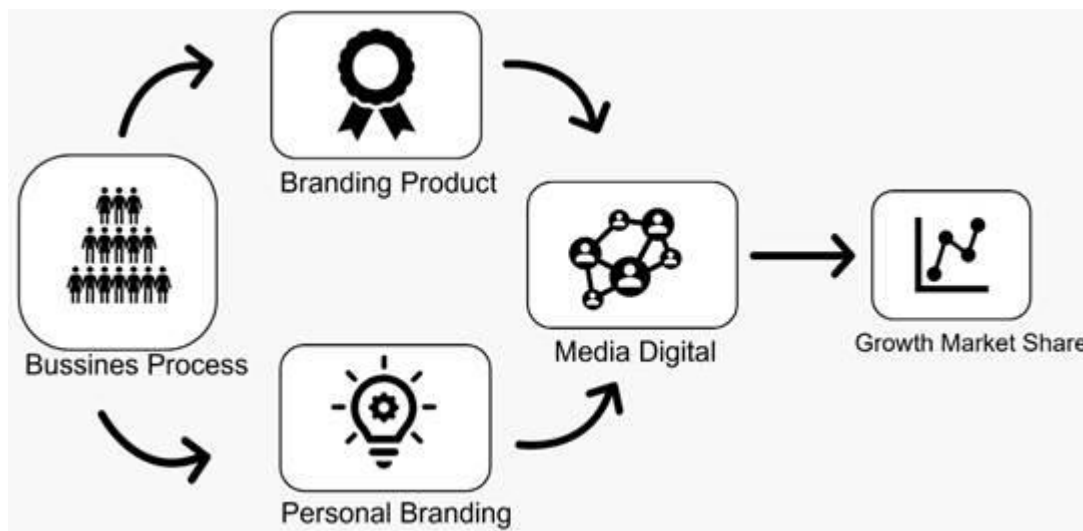


Figure 4 Survival Strategy Model Towards the Awakening of MSMEs in the Digital Economy Era

The business process strategy above, (figure 4), that the business process can be started with personal branding and product branding efforts, namely building a good self-image with relationships and introducing products so that they stick to the minds of the intended customers; digital media is a virtualization platform that was chosen to be used as the most appropriate place for product branding, as well as business process strategies that can be implemented through the selected digital media (social media; WA, Ads, IG, and FB) starting with determining market segmentation, when exactly developing product branding, managing real and potential customers, and conducting online marketing as an effort to expand market share and increase market growth (growth share), as well as increase sales using selected digital media; then through this digital media to strengthen the impact of online marketing on purchases, it is necessary to determine the right time to carry out sales promotions, with the aim of stimulating buying interest, maintaining sales stability and managing the market, arousing customer saturation with existing products and reminding and attracting customers to trying to make a repurchase.

To maximize the role of online marketing through digital media, business actors are required to have digital literacy readiness to easily determine, find, utilize and use communication and information technology that can be integrated to support current and future business processes. In addition, to support the smooth running of their business processes financially, business actors must have economic

literacy because a business will relate to various economic decisions of business actors, including carrying out business transformations that have been identical to traditional methods and then need to be exchanged towards digital. The process requires good economic literacy to be able to start and develop a business so that the decisions are made profitable in the future. Economically, from a financial point of view, digital business processes will simultaneously relate to various online transactions, including financial technology (fintech), where this process certainly requires digital literacy and economic literacy to be able to consider and do so for the success of a business in the digital economy era.

This survival strategy model towards the rise of MSMEs in the era of the digital economy has the advantage of being easy to apply for today's business actors. Theoretically, the design of this model illustrates the current business process with all its limitations (costs) in the midst of intense business competition and rapid environmental changes. So, this model offers a gap that can be filled and carried out by business actors, starting with personal branding and product branding, implementing business process strategies, online marketing and sales promotion, where all processes are mostly used online using digital media selected according to the budget and needs (social media; WA, Ads, IG and FB, IG Reels) which simply these steps can be done easily even though it takes time and process to get maximum results, but to be able to run business processes more practically in the era of the digital economy digital literacy and economic literacy are needed. Digital literacy is related to the ability and knowledge in the field of ICT and digital technology, while economic literacy is related to the perspective and thinking of business actors who are more effective and efficient in making economic decisions in line with the transitions needed for business development in all conditions that occur. Economic literacy for business actors is needed because it will relate to financial management such as financing, capital, online transaction selection decisions, including the use of fintech, investment, savings, market expansion, company expansion, and others, all of which are related to decisions that need to be taken based on economic considerations in order to provide profitable results.

CONCLUSION

The findings revealed from the results of this study indicate that seven keywords are secret strategies applied in the marketing management of Mie Ewok Sukabumi products so that they are able to survive and thrive in the post-COVID-19 digital economy era. The seven strategies are personal branding and product branding, digital media, business process strategies, sales promotions, digital literacy, and economic literacy. From the FGD deepening, it is known that the seven strategies are very relevant to business processes as the resilience that is needed at this time because the implementation is mostly done online, so it is very appropriate to start running and developing a business in the new era of an all-digital economy. This can be done because it is supported by adequate ICT infrastructure built by the government, the commitment of the private sector in the field of digital e-commerce platforms and marketplaces, the increasing penetration of Indonesian internet users, the increasing number of actors in the digital ecosystem both acting as buyers and sellers. This finding is the development of a combination of post-COVID-19 survival strategies with seven digital economy attributes. The results can be adopted to be used as a model of survival strategy towards the rise of MSMEs in the digital economy era.

It is hoped that the survival strategy revealed is useful, feasible to be adopted and developed by other MSME actors to be implemented through marketing management by combining adaptability and survival with being able to rise again, with continuing, to grow and to have high competitiveness in the era of the digital economy. This survival and rise strategy model is easy to apply for today's business actors. Business processes that apply this design model are also expected to be able to overcome all

limitations, survive and continue to develop, and have high competitiveness. However, it should be noted that for this strategic model so that its suitability and applicability can really be implemented in the business processes to be carried out, it is necessary to have digital literacy readiness and economic literacy from business entrepreneurs.

The findings of this study were obtained using a qualitative descriptive analysis method using the triangulation technique. This has allowed us to conduct an in-depth and detailed analysis of the business sector with the criteria of micro and small enterprises but has narrow generalizability for the larger business sector or industry. To overcome this limitation, future research is expected to use surveys covering the medium and large business sectors or other industries to test the findings and theories resulting from this research so that the generalizations can be applied more broadly and guaranteed.

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Rahma Wahdiniwaty, Deri Firmansyah, Asep Suryana, Dede, Asep Achmad Rifa'i

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