

UTILIZATION OF DIGITAL MEDIA AMONG CULINARY MICRO, SMALL, MEDIUM ENTERPRISES (MSMES) IN THE CITY OF BANDUNG, INDONESIA AND MELAKA, MALAYSIA

Ponco Budi Sulistyio ^{1,*}; Tan Gek Siang ²; Ahmad Mulyana ³; Kurniawan Prasetyo ⁴; Eka Perwitasari Fauzi ⁵

^{1,3,4,5} Universitas Mercu Buana, Jakarta, Indonesia; ponco_budi@mercubuana.ac.id¹

² Multimedia University, Malacca, Malaysia

*Correspondence : ponco_budi@mercubuana.ac.id

ABSTRAK

Salah satu strategi untuk mendukung keberlanjutan bisnis Usaha Mikro, Kecil, Menengah (UMKM), khususnya di masa pandemi Covid-19 adalah dengan mengoptimalkan media digital. Penelitian ini bertujuan untuk mengkaji dan mendalami keberlangsungan usaha kuliner di kalangan UMKM, dan optimalisasi teknologi media digital dalam pengelolaan usaha di masa pandemi Covid-19. Metode yang digunakan dalam penelitian ini adalah studi kasus dengan pengumpulan data melalui wawancara mendalam kepada para pelaku UMKM kuliner di Kota Bandung, Provinsi Jawa Barat, Indonesia dan Kota Melaka, Malaysia. Hasil penelitian menunjukkan bahwa bagi UMKM di kota Bandung Indonesia, pemanfaatan media sosial dilakukan secara bertahap, pertama dengan memberikan informasi atau edukasi terkait produk yang dijual. Mereka melakukan strategi pemasaran berbasis konten edukatif. Sementara di Melaka, Malaysia, penggunaan media digital terutama ditujukan untuk menjembatani penjualan yang terdapat pembatasan aktivitas di luar ruangan. Bisnis ini memulai pemasaran digital atau media sosialnya bahkan sejak awal masa pandemi. Penelitian menyimpulkan bahwa UMKM yang berhasil beradaptasi dengan teknologi cenderung lebih mampu bersaing dalam jangka panjang, hal ini menunjukkan implikasi digitalisasi dalam mendorong pertumbuhan bisnis bahkan di tengah krisis global.

Kata kunci

Media Digital, Pandemi Covid-19, UMKM

ABSTRACT

One of the strategies to enhance the sustainability of Micro, Small, Medium Enterprises (MSMEs) business, especially during the Covid-19 pandemic, is by optimizing digital media. This research aimed to examine and explore the sustainability of the culinary business among MSMEs, and the utilization of digital media technology in managing the business during the Covid-19 pandemic. The method used in this research is a case study through in-depth interviews with culinary MSMEs entrepreneurs in the city of Bandung, West Java Province, Indonesia and Melaka, Malaysia. The results show that for MSMEs in Bandung, Indonesia, the use of social media is carried out in stages, first by providing information or education related to the products being sold. They introduce the products through soft promotional content. Meanwhile in Melaka, Malaysia, the use of digital media is primarily intended to bridge sales, where there are restrictions on outside activities. The business started its digital or social media marketing even since the pandemic began. This research also concludes that MSMEs that successfully adapted to technology are more likely to remain competitive in the long term, showing the implication of digitalization in driving business growth even during global crises.

Keywords

Covid-19 Pandemic, Digital media, MSME

Introduction

Micro, small and medium enterprises (MSMEs) play an important role in the economy, and it can be factors in growing the economy. As one of the most important pillars in the Indonesia's economic, MSMEs have contributed to the Gross Domestic Product (GDP) of 61.07% or IDR 8,573.9 trillion, it is higher than the contribution from large businesses which is IDR 5,464.7 trillion. MSMEs are able to absorb 117 million workers or 97% of the total manpower. In 2021, the number of MSMEs has reached 65.4 million (smesco.go.id, 2021). Meanwhile, according to the Department of Statistics Malaysia (2022), MSMEs in Malaysia have contributed 37.4% to GDP in 2021 with a value-added of RM518.1 billion, absorbed 7.3 million workers or 48.0% of the total manpower of 15.1 million in 2020. In 2020, there were 1.15 million of MSMEs registered in Malaysia, taking up 97.2% of total business establishments with microenterprises being the largest segment of MSMEs (78.4%), followed by small (20.0%) and medium-sized businesses (1.6%) (Department of Statistics Malaysia, 2022).

According to Statistics Indonesia (Badan Pusat Statistik), Indonesia had 3.9 million micro and small enterprises (MSEs) in the food and beverage sector in 2019. West Java is the province that has the highest number of food and beverage MSEs with a total of 791,435 MSEs (Rizaty, 2021). Although the exact number of food and beverage MSMEs in Malaysia is absent, MSMEs involved in service industry accounted for a dominating amount of 85.5% in 2020, based on Department of Statistics.

MSMEs in Indonesia were badly affected during the Covid-19 pandemic. Various methods were adopted by MSMEs in order to survive. One of those was accelerating the transition of MSMEs to the digital era. The survey conducted by Katadata Insight Center (June 2020) in the city of Jakarta, Bogor, Depok, Tangerang and Bekasi, Indonesia showed that majority of MSMEs or as many as 82.9% have experienced negative impacts of this pandemic. Only a small portion or 5.9% of MSME business entrepreneurs experienced a positive impact. This pandemic has even 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.

MSMEs conduct business activities offline, online, or a combination of both. There are various ways to get through this pandemic. However, internet accessibility and the digital readiness index of MSMEs shows that they are not ready to immediately switch to digital. The use of the internet plays a pivotal role to help MSMEs in running their business, especially during the pandemic. The survey showed that 80.6% of the respondents felt that using the internet was helpful in running their business. Meanwhile, the Digital Readiness Index for MSMEs has an average score of 3.6 out of 5, using indicators of optimism, competence, safety and convenience (Katadata Insight Center, 2020).

The high number of MSMEs in Indonesia cannot be separated from the various challenges of the Covid-19 pandemic that have driven changes in the consumption pattern of goods and services into a momentum to accelerate digital transformation. One of the efforts that can be made to sustain and grow MSME business processes, especially during the Covid-19 pandemic is the application of digital technology. The challenges for MSME entrepreneurs in Indonesia during the pandemic include, more than 45% of MSMEs surveyed noted that they had problems obtaining raw materials. Nine out of ten MSMEs faced lower demand for their products during the pandemic. Most of the MSMEs

found it difficult to distribute their products as a result of the pandemic (LPEM FEB UI, 2020).

According to Krisnawati (2018), adoption of digital technology among food or culinary businesses in Indonesia is considerably prevalent, including social media, websites, culinary review applications, e-commerce applications and distribution applications, making to target and reach a large segment of tech-savvy consumers easier.

Meanwhile, the significant presence of micro, small and medium enterprises (MSMEs) in Malaysia should not be underestimated. Almost all businesses (98.5%) registered in Malaysia are MSMEs which play a pivotal role in generating economic growth, contributing job opportunities and fueling innovation. Judging from the economic performance and administrative resilience after the 14th General Election in 2018, Malaysia's economic growth and development appears to be on a positive trajectory. However, with the emergence of Covid-19 in late 2019, MSMEs have been badly hit, about 15% of MSMEs in Malaysia were temporarily closed due to a lack of funds stemming from the pandemic being reported by the Malaysia Insight reports (The Sun, 2022).

The Covid-19 pandemic has thrown SMEs into a very challenging operating environment with the imposition of lockdowns has led to reduction of sales, backlog in exports, cash flow problems, increase in operation and logistics costs, employment, etc. The pandemic has impacted SMEs both on the supply and demand side. However, not all SMEs are able to move into full digitalisation mode immediately given the ever pressing challenges of financing, employee skillset and technology expertise. They continue to need assistance in terms of expertise and financing to close automation gaps and identify the right technologies which would bring them towards the next level of digital transformation and industrialisation. Hence, facilitation to take businesses online, adopt digital tools, position their products online, etc. is something that must continue to focus on for SMEs (Lai, 2021). Challenges expected for the year are a mix of familiar ones and of new ones, some of which reinforce each other. Talent supply remains a pressing concern, as does cash flow. SMEs face higher operating costs, a consequence of higher fuel prices and complications from the pandemic. Due to an acceleration in the shift to digital markets, market access issues have suddenly been brought to the forefront, compounded by talent and funding problems. Political instability continues to weigh heavy on the mind of business owners, too (Vaghefi, 2021).

During the pandemic, some food businesses survived by offering online takeaway orders, while many laid off staff or even forced to cease operations. Some food operators have changed their business models albeit with fewer sales while ensuring sustainability (Abhari et al., 2021). Speedy online food delivery services are necessary to ensure a successful business, along with strong communication strategies (Mohd Hanafiah and Wan, 2020). Implementing smart and digital technologies can increase MSME's operational efficiency, as well as reduce costs. Online services through digital tools ensure contactless operations on the business side, while providing convenient services to customers (Hao et al., 2020 in Abhari et al., 2021). In addition to food delivery, digital technology can also be optimized as a means of marketing and managing the food business for MSMEs. Correspondingly, most restaurant businesses depend on mass digital adoption as a sales channel and communication platform to keep their companies active (Sidhu, 2020 in Lai, et. al., 2020).

The ability of entrepreneurs to adapt to technological developments can be an important factor to develop their business more significantly. Culinary entrepreneurs are no exception. Even with this adoption, entrepreneurs can score an increase in turnover of up to 80% (Handayani, 2019). The competence to use information technology for marketing communication has a significant effect on competitive advantage (Perkasa, Utomo and Abidin, 2018). The benefits of using digital marketing in business operations, include saving on promotion costs, reaching a wider market, increasing sales and engaging with customers more efficiently (Tresnawati & Prasetyo, 2022).

Technology is evolving rapidly and there are new tools constantly coming into the market. This technology can help companies monitor business processes, improve overall performance, increase employee engagement, and can provide the best return on investment (Altadonna, 2022). There is an ability that must be possessed to respond to the presence of this media, especially in learning about things that will later appear as advances in digital media technology (Sulistyo, Umarella, Mahmudah & Iza, 2022).

The Covid-19 pandemic has had an impact on the continuity of MSME businesses, especially in the culinary sector. Arianto (2020) stated that the majority of MSMEs cannot develop and many end up in bankruptcy. This is what makes MSMEs entrepreneurs change their sales strategy through digitalization schemes. The digitization scheme is by utilizing a market place (intermediary) and using social media as a marketing technique. In addition, digital MSMEs must be able to synergize with netizens in marketing products and services. Thus, the digital MSME development scheme can be an alternative to save business in the midst of the Covid-19 pandemic.

Covid-19 pandemic has made micro, small and medium enterprises (MSMEs) stagnant until some have had to close their outlets. This is due to changes in new habits with the implementation of health protocols which have an impact on the decline in people's purchasing power. In the context of the Indonesian economy, the Covid-19 pandemic can finally encourage the creation of a new ecosystem, namely digital entrepreneurship. In other words, this ecosystem has encouraged MSMEs to start transforming into the digital realm. Even so, the government has been trying to encourage the digitalization program for MSMEs in Indonesia. The digital transformation of MSMEs during the Covid-19 pandemic has finally been able to make MSMEs re-develop their businesses. Thus, the development of digital MSMEs during the Covid-19 pandemic can be an alternative to saving the MSME sector so that it continues to exist. The digitization of MSMEs has a positive impact on MSMEs because they can sell MSMEs products without having to meet buyers directly, especially in the pandemic era where social restrictions are being imposed. Digitalization also increases the income of MSMEs so that they can improve the family economy during the pandemic (Sumadi, 2021).

Digital media is a big concept that emerged as a result of the development of the internet, giving rise to reality in the digital space of society. Digital media is encoded in a machine-readable format that can be created, viewed, and stored in digital devices (University of Guelph, 2006). Digital media can be used to support business, economic, social and political activities.

With all the conveniences offered by technology, businesses can reach customers all over the world in real time. Thus, younger generation must be exposed to digital entrepreneurship a form of entrepreneurship that is influenced and takes advantage of the existence of technology. Digital entrepreneurship is an illustration of how

entrepreneurship will be transformed by technology into a digital world, starting from how to design and market a product, reach and provide services to consumers, manage financial flows, collaborate with partners, and analyze opportunities, strategies, risks, marketing targets, etc. Entrepreneurship in the digital era has various advantages, including being easier, faster, and affordable, creating many opportunities for collaboration, and being more effective (Putri, 2021).

Information technology strategic planning determines future information technology architecture, inputs and improvements, business strategy, organizational structure, process operations and application status. Information technology plays an important role in strategic management of an enterprise such that it enhances business sustainability, core competitiveness and ultimately helps to achieve strategic goals (Ashshidiqy & Ali, 2019).

Technology adoption is a term that refers to the acceptance, integration and use of new technologies in society. The process can occur in several stages, usually categorized according to several groups of people, who use the technology. The innovator is the first developer of a technology. Early adopters include groups that try quickly and get started with new technologies. The early majority and the late majority represented a group of users. Laggards are the ones to adopt the technology last.

In a business context, technology adoption is the successful integration of a new technology into the business. Adoption means more than just using technology. When a new technology is adopted, it will be used to its full potential and users will see the benefits of using the new system. For example, if a company wants a new way to track projects, it might consider purchasing a new project management system. One or two departments start using the new system. While other departments continue to rely on spreadsheets and other ad hoc systems. In this case, the company is using the software, but they have not adopted it yet. Adoption is a systematic approach to implementing technology so that all the right teams in the organization utilized it (Altadonna, 2022).

As stated in the previous paragraph, technology adoption involves several stages or cycles. For that, we need understanding and encouragement, how much we want to learn and use the technology to support our activities. In business development, the following conceptual approach can be used so that the technology adoption process can run successfully.

Adoption is not once-and-done task technology. This is an ongoing process with several phases, namely 1) Selection - Before adopting a new technology, you must select what technology you want. This phase should include a needs analysis so as to identify which technology will best solve the business problem. 2) Planning - After selecting the technology, next must make a plan on how to implement it. Review infrastructure, staff and processes and see how they need to change as they begin to adopt new technologies. 3) Communicate - Communication is one of the most important aspects of change management. This is more of an ongoing need than a phase, but it is important during the early phase of the project. Communicate frequently when starting the adoption process, so people are informed and prepared for the change. 4) Training - It is also necessary to train people on how to use the new technology. It should be planned how to train before launch and how to continue training people in the post-implementation phase. 5) Testing and Deployment - When ready to launch a new technology, can start with a smaller group or department. These beta groups can test technology, processes and training. It can use what was learned before this group to make changes roll out

across the organization. 6) Expansion - After testing a new technology, then can start it across the entire enterprise. 7) Monitoring - Make sure to integrate and use the right tracking tools to track the implementation of the right technology to quickly identify problems. After identifying the problem, you can start the process again by planning how to solve the challenge and then going through the remaining steps to implement the change (Altadonna, 2022).

The focus of this research is, what are the strategies of MSMEs entrepreneurs in the city of Bandung, Indonesia and Melaka, Malaysia in utilizing digital media for the sustainability of their businesses?

Method

This research approach is qualitative with case study method. Qualitative research is directed at making careful observations and detailed documentation of phenomena of interest. Mulyana (2018) states that qualitative research does not rely on evidence based on mathematical logic, the principle of numbers or statistical methods. Therefore this type of qualitative research aims to maintain the form and content of human behavior and analyze its qualities, rather than turning them into quantitative entities.

Qualitative case study methods provide tools for researchers to study complex phenomena in their context. Qualitative case studies provide an opportunity for researchers to explore or describe phenomena in context using a variety of data sources. This allows researchers to explore individuals or organizations, simple through complex interventions, relationships, communities, or programs (Yin, 2003) and supports the deconstruction and subsequent reconstruction of various phenomena (in Baxter and Jack, 2008). Data were collected by conducting in-depth interviews in a semi-structured form. Semi-structured in-depth interviews is starting from general questions in a broad field of research that has been carried out. This interview is often followed by a keyword, agenda or list of topics to be covered in the interview.

The number of informants in this study was 10 culinary MSME entrepreneurs. in the city of Bandung, West Java, Indonesia (namely Dekat Tea, Burgerchill, RNK Coffee and Tea, Waffle n Chill, Shaquila Cakes, Mazza Food) and in Melaka, Malaysia (namely Kam Café, Ayam Percik Jawa and Sweet Memories Cakes). They were selected with the consideration of actively using digital media, such as websites, blogs, social media and e-commerce platforms in running their businesses, especially during the Covid-19 pandemic. Data analysis conducted refer to Miles and Huberman (in Ardianto, 2014): 1) Reduction. Data reduction is a form of analysis that sharpens, selects, focuses, discards, organizes data in a way in which final conclusions can be drawn. Data reduction occurs continuously until the final report. Even before data are actually collected, anticipated data reduction occurs as decided by the researcher (often without full awareness). As data collection proceeds, there are several further parts of data reduction (making summaries, creating themes, creating clusters, making divisions, writing memos). 2) Data model (data display). Defines a model as an organized collection of information that allows describing conclusions and taking action. The most frequent form of qualitative data model so far is narrative text. 3) Withdrawal/verification of conclusions. From the outset of data collection, the qualitative researcher begins to decide what something means, noting regularities, patterns, explanations, possible configurations, causal pathways, and propositions.

Result and Discussion

Several MSMEs in this study have different backgrounds in starting their businesses, both in Bandung, Indonesia, and in Melaka, Malaysia. Among them, there are MSMEs that started as a hobby and have an interest in the culinary field, some started because of family and friendship factors, some really had an interest in running a business from a young age, some aimed to preserve the diversity of traditional culinary arts, and some who are motivated to develop businesses for the purpose of helping other entrepreneurs, especially during the Covid-19 pandemic. This is as stated by Ilma, the owner of the RNK Coffee and Tea business in Bandung:

"So, this RNK is a shop that we have initiated because after I became an SME assistant who was affected by the pandemic, many SMEs lost their selling space. Why I became an SME assistant last year, because many SMEs lost their selling space, I finally took the initiative to make this shop for them to entrust their wares. Besides that, I also happen to be a lecturer in tourism education, so I have a mission to introduce local flavors and one of them may be related to coffee, tea, and actually local spices" (Ilma, Owner of RnK Coffee, 2022).

The condition of Covid-19 pandemic has forced MSMEs to make harder efforts to continue to survive in running their business, especially for those who have started their business in the midst of a pandemic. Various efforts have been made, especially in terms of marketing and sales. Some MSMEs use their network of friends, and all entrepreneurs in this reserach claim to rely on the use of digital media to support their business. The use of digital media, especially social media, online marketplaces and online delivery services ease businesses to promote their products and educate potential consumers regarding their offerings. Among the digital media used by culinary MSMEs in Bandung, Indonesia are Instagram, TikTok, Facebook, GoFood, Grab Food, Tokopedia and Shopee. Here are some statements from sources regarding the use of digital media in their business processes:

"At first we used Instagram and TikTok. But it turns out that the market for Waffle n Chill is mostly engagement on Instagram" (Srikandi, owner of Waffle n Chill, 2022).

"GoFood, Tokopedia, and Shopee also use it, but I still don't have time to manage the social media" (Reni, owner of Shaquila Cakes, 2022).

In the context of using this social media, there are also source who claim that their sales have experienced significant growth so they can expand their business by adding sales outlets, even though they actually started their business at the beginning of the pandemic, namely in June 2020. As stated by Dzaky, the owner of Burgerchills:

"...we tried to take advantage of TikTok and on TikTok, at first it wasn't crowded right away, but at one point, on that day because we made really relatable content, within a few hours the viewers grew to 1 million and the followers grew to 10,000. Well, finally we take advantage of that momentum as much as possible until now. From there it went viral, we saved the money, finally we made the first outlet. Saved again, second outlet and so on" (Dzaky, Burgerchills, 2022).

Nevertheless, several MSMEs claim to have used digital media to support their business since they started their business before the Covid-19 pandemic, and until now

still rely on the use of digital media as part of their marketing strategy. This is as stated by Rizal, the owner of Dekat Tea who has started his business in 2019:

"From the start, our focus was on greeting consumers and people who like drinking tea but haven't become our consumers via Instagram. So there are two platforms, Instagram and Tokopedia" (Rizal, Owner of Dekat Tea, 2022).

The reasons for using social media include aspects of efficiency and effectiveness. The use of certain social media is considered to be able to further strengthen engagement with their consumers. For example, in RnK Coffee and Tea, the use of TikTok is considered to be able to reach the younger audience, because most consumers who come to their shop are young customers. In addition, the use of social media Instagram is considered to be able to spread information related to their products more quickly, as stated by Kuraesin, owner of Marza Food:

"Moreover, if we can promote it on Instagram, we can use hashtags, it can reach a lot of people. For example, if I make a menu using what hashtags, it may automatically spread and then someone will follow it. Sometimes it is mentioned that the message also spreads the information" (Kuraesin, owner of Marza Food, 2022).

The management of digital media in their business processes is mostly done independently by the direct owner. However, there are several MSMEs who use a special team in handling the management of the digital media. Such as Dekat Tea, Waffle n Chill, Shaquila Cakes, and Marza Food stated that they manage their own social media that they use in their business process strategy. However, some claim to get help from family members or their network of friends or communities, as Kuraesin and Dzaky stated:

"I learned to use this social media Instagram from my son" (Kuraesin, owner of Marza Food, 2022).

"Actually, I did it myself. Just because now it's stable, I just want to recruit for the digital marketing team. Just had an interview" (Dzaky, owner of Burgerchill, 2022).

Meanwhile, Ilma, the owner of RNK Coffee and Tea, stated that a digital media management team had been planned. One of the tasks of the media team is to create content. Although there are also internal parties who are tasked with creating content as well as serving as administrators. In addition to social media, other offline tool such as television is also used to complement the online digital media. Other digital media such as online delivery services, namely GoFood and Shopee Food are also used. Regarding the purpose of using digital media, among others are to increase awareness, maintain engagement with customers, and increase sales. However, there are MSMEs who use social media for the purpose of providing information and also educating consumers. As Rizal, the owner of Dekat Tea stated:

"Most often it is information about tea, because what reaches new followers is always information about tea, such as the benefits that are included in education. If we learn to keep in touch or maintain with our followers, we always share that information or education is always in posts and stories. We use reels to reach outside followers or new followers. If this story is more playful or more interactive" (Rizal, owner of Dekatea, 2022).

In terms of benefits, the most perceived benefit is feedback from followers. MSMEs claim to be greatly helped by the use of digital media, especially during the pandemic. Using social media such as Instagram enables them to get feedback from followers as some customers will create interested content. User-generated content is actually considered the best compared to the content created by the business itself. The use of social media is also considered to be able to increase the ability of entrepreneurs in understanding current market trends. So that they can understand whether the products they sell are only part of the trend or will they be sustainable (Rizal, 2022).

Furthermore, the use of online marketplaces such as Tokopedia has a positive impact in terms of building consumer trust. New customers will form trust towards the brand when they receive products which meet their expectations. Furthermore, for friends who are out of town or outside Java, such as in the city of Ambon, Batam, or Papua, they are helped by the existence of the online marketplace with subsidized shipping. There are also many new followers on Instagram who meet through the Tokopedia. The use of social media is also considered to be able to increase branding awareness quickly and efficiently. As Dzaky stated:

“The branding awareness has gone up without us spending a dime from the start. We’ve never endorsed anyone, but thank God someone knows” (Dzaky, owner of Burgerchills, 2022).

The use of social media is carried out in stages, first by providing product information. Introducing products through soft promotional content. As stated by the owner of Waffle n Chill (Srikandi, 2022), that the use of social media is done gradually, because the concept of American waffle is still rare in Bandung. So, a month before opening their business, they educate consumers about their product. They explain one by one what American waffle is, the difference between waffles and croffels, to the history of waffles in each country being carried out in the first month before opening. During the soft opening, a promotion was immediately carried out. Furthermore, in every month there must be a big day or what is being commemorated, they take advantage of that moment. So for the branding awareness so that people do not feel bored. For example, two months of the soft opening coincided with the anniversary of the city of Bandung. They made a special menu for ‘colenak waffle’ (colenak is one of Bandung’s traditional foods made from fermented cassava and then roasted). The same thing was conveyed by the owner of RnK Coffee and Tea. In the early days, during the first months they informed about the concept of the store that their store had the hash tag #shoppingdaritetangga (shopping from the neighbors) #infobarengtetangga (information with the neighbors). So, the hashtag is a campaign that was raised at the beginning. The point is to recover after the covid-19 pandemic. Then, in the last two months they brought up about Nusantara tea, conveying what are the benefits and history of tea. In the future, they plan to bring up Indonesian spices, such as chili sauce, spices, types of condiments, and fried onions.

The content approach carried out at the soft promotion stage is also carried out with a story telling approach, especially those who have a target market of young people with an age range of 13 to 24 years. This is as stated by Dzaky:

“Soft promotion, yes, then it was entertainment. Entertainment for young people, and more to motivational videos like storytelling. There are several videos that I included from

*high school, always thinking no matter what happens, you must always be enthusiastic”
(Dzaky, owner of Burgerchills, 2022).*

Among the feedback that is most felt after using social media in the business strategy of MSMEs is, followers repost what they see on social media accounts and the information will spread more and more. In addition, MSMEs stated that many consumers bought their products because they knew about it from the social media accounts owned by the MSMEs. The use of online media also leads consumers to make purchases offline by visiting outlets directly.

Meanwhile, for MSMEs in Melaka, Malaysia, they use a wider variety of digital media as part of their business processes. Among the digital media used are Facebook, FB Ads, Instagram, TikTok, YouTube, WhatsApp, Google Ads, and food delivery services such as Grab Food and Food Panda.

According to owner of Ayam Percik Jawa, the business uses Facebook, FB Ads, Instagram, TikTok, YouTube and WhatsApp to communicate with their customers. The business owner uses rich media such as pictures, text (customers’ reviews, ratings, testimonials), videos capturing catered events, TikTok clips etc. on a rotation basis to stay fresh on content delivered to the viewers. Facebook or FB Ads is utilized the social media is able to target users based on geographical area (to ease product delivery), race (Ayam Percik Jawa is a Malay traditional cuisine) and age group (targeted to individuals age 30+ who make purchasing decision in a family). TikTok is used as it is a trending app. WhatsApp is usually to extend communication with (regular) customers.

The business uses Facebook, Instagram, and food delivery services such as Grab Food and Food Panda. The reasons of the business using Facebook as the platform increases the café’s exposure to potential customers as the business can interact with their existing customers and new customers in a more social and relaxed way. When both business and customer base have positive interaction on Facebook it will result in increased sales through the online ordering. Secondly, using Facebook business page the business can market to their customers for little or no cost and make the business to stand out from its competitors in a more engaging and interactive way. On the other side, the business also actively using Instagram to promote its brand and products. Using Instagram enables the business to use geotags to attract customers. The business uses geotags on their posts, and make their content visible to users who search for that location. So, when anyone search for the location where the business is residing, he or she will see the business Instagram account, as stated by the business owner:

“Being located in the heart of the UNESCO World Heritage City of Melaka, geotags help the business by making it visible to the tourists. Visitors to that area search local geotags to get an idea for what is going on in the city and what the city has to offer. So having geotags enables the café to pop up when tourists are exploring on Instagram. The business suffered during the pandemic when business volume shrank by 70% as dine-in wasn’t allowed. Thus, the business used food delivery services namely Grab Food and Food Panda to increase take-away orders” (Kam Café Owner, 2022).

The use of social media such as TikTok enables the business to stay on top of trends as the business owner believes cash flows where the energy goes. Also, it is effective and simpler to use TikTok to engage or interact with audience or followers due to its social and community facet. The business owner used to post entertaining videos featuring her singing while baking or decorating cakes which are easy yet entertaining in engaging

with followers. On the other hand, the business owner uses Facebook advertising platform to promote her products or brand as it offers robust analytics. As the owner of the Sweet Memories Cake Shop business put it:

“Facebook provides no limits when giving business users reports or analytics about the performance of the advertisements, such as metrics about weekly reach, post engagement, page likes, and which posts have the best performance, as well as clicks, conversions and even sales. With regard to Google Ad, business owner can refine ad targeting based on the type of people most likely to convert such as age, gender, location, and interest. By targeting the top performing keywords, the brand can access to the right audience” (Winnie, owner of Sweet Memories Sdn. Bhd., 2022).

Regarding digital media management in their business processes, business owners stated that digital media management was carried out independently, however, some of them received help from friends or family and attended training related to the use of digital media in running a business. As happened with Kam Café, as it is a form of family business, there is no special incentives given by the business owners to those who are managing the digital or social media pages. However, they attend free online workshops and sharing by other entrepreneurs to maximize the utilization of digital or social media for small businesses, especially during the Covid-19 pandemic. The business owners support the use of digital or social media which are managed by their children. They provide assistance and cooperation along the implementation of digital or social media activities.

The business owners learn digital or social media skills and capabilities from her working colleagues, self-learning from YouTube and also attending sharing session hosted by entrepreneurship development clubs or departments in universities, political parties in residential neighborhood, as well as government agencies and non-profit organizations.

The main purpose of using digital or social media is to promote their products to the target market so that by doing promotion can increase sales volume and overall profits, especially during festival seasons. As Winnie stated that digital or social media is generally the public where other people can see these brand audience interactions and then the effects of that micro targeting can spread to other customers. As a result, the power of word of mouth which can be seen in customers online interactions have expanded the market share of the business to other states in the Peninsular Malaysia. Positive word of mouth in the forms of positive reviews, comments and testimonies have shaped brand image as a wholesomely made bakery and confectionary provider in the local market. Aside from utilizing the platform to interact with customers and watching customers' interaction, Winnie also uses the platform to monitor competitors' product, pricing, promotion and distribution strategies, this helps the business to benchmark competitors' offerings. Being a small business startup, using digital or social media to promote and market products helps the business to save costs in advertising (Winnie, owner of Sweet Memories Sdn. Bhd.).

In addition to promoting products and enhancing brand image, the use of social media is also aimed at expanding market share (promising of delivery services to places outside the business location), minimizing expenditure on traditional advertising (social media advertising is much more effective and targeted compared to traditional advertising such as as newspapers, flyers etc.), observing competitors (monitoring

competitors' products, pricing, promotion, customers' reviews etc.) and interacting or engaging with customers.

More specifically, in the context of the Covid-19 pandemic, the use of digital media is primarily intended to bridge sales, where there are restrictions on outside activities. The business started its digital or social media marketing even since the pandemic began. Business volume was at the minimum as people were restraining from going out while dining in was banned. It was crucial for the business to survive and sustain during that period when the business only relied on take-aways. According to the Kam Café owner, it is important to consistently promote the business and its offerings to sustain sales and profit. Also, digital or social media helps the business in branding during the pandemic to make it widely known by the existing customers and potential or new customers. The platform has helped the business to expand market share rather than focusing on tourists or visitors in the past. Collaborating with food delivery service providers, the business did deliver foods and beverages to customers who are not from the area where the business is located. In fact, digital or social media advertising enabled the firm to save costs, especially during the pandemic when many businesses were cutting down advertising budget on traditional platforms. While using the platform to interact and engage with existing or new customers, the business owner uses the platform to monitor competitors' offerings, pricing, distribution and promotion strategies during the pandemic or endemic.

Undeniably, using digital or social media is very beneficial for a micro and small culinary business such as Sweet Memories Sdn. Bhd. According to the business owner, the main benefits of using digital or social media enable the business to spread awareness of her brand and offerings to a larger yet targeted customers at a cheaper cost compared to traditional media. Through making brand known for more potential customers, it will increase the sales and profit of the business. The business also can develop effective communication channel with their customers or potential buyers using digital or social media aside from using traditional communication methods such as telephone or messaging services. This will make engagement and interaction between business and customers to be more effective and efficient, as well as monitoring customers interaction and dialogue. When the business owner sees customers enquiries or negative comments, Winnie can respond immediately to assist customers in their queries, as well as recover product complaint (mismatched expectation on quality) and service failure (late delivery etc.). Doing so, the business is able to meet the needs and wants of their customers more effectively and promote customers loyalty. Winnie also said that she uses Facebook and Instagram (as well as WhatsApp) to inform customers about sales and new product launches.

Using social media for micro or small culinary business helps to develop brand image through communicating brand features and attributes to the prospects and further strengthen via customers' positive comments or reviews or testimonies. It also helps to increase sales and profits when positive words of mouth reassure other prospective customers to place or repeat orders. Social media is also a good platform for customers to voice out opinion or give suggestion on product or recipe improvement. By monitoring customers conversation or dialogue, the business is able to understand customers' need and wants better. By serving customers better, it will retain old customers and make them loyal or repeat customers while attracting new customers. The business monitors customers' dialogue and manage crisis if there are bad reviews

or complaints. The business also uses social media platform as a public relation tool to share events the business took part, such as providing free meals on holy Friday with the purchase of Ayam Percik Jawa.

The business posts various categories of content on digital or social media. Such as daily specials, menu and promotion, operation information (operating time, location, etc.), events (food bank initiatives to help poor families during the pandemic), as well as some entertaining content such as meme, videos, festival greetings etc. Through the social media they use, MSMEs in Melaka Malaysia, also benefit from the feedback provided by their consumers. As Winnie, owner of Sweet Memories Sdn Bhd. said:

“There are various forms of feedback from customer on digital or social media. From customers' comments, I can get various suggestions given by customers to improve on my bakery and confectionary products. Sometimes, potential customers also ask questions or queries about price, ingredients used, delivery matters etc. Rarely, customers would complaint openly on digital or social media platforms. They would rather personally message (via WhatsApp, SMS, call) to inform about their mismatched expectations to the business owner, if any” (Winnie, owner of Sweet Memories Sdn Bhd, 2022).

It is common for the customers to provide feedback to the business on digital or social media platforms in a form of suggestions (food taste, types and assortments, operating hours, delivery service etc.), questions or queries (about operating hours and days, price, delivery service availability, food menu etc.), reviews and testimonies. Thus far, the business did not receive any complaints posted on their Facebook or Instagram. If there are, the customers will channel it personally through phone call, WhatsApp, or private messages in the Facebook.

Customers provide various forms of feedback on digital or social media, including, but not limited to, suggestions to improve product quality (taste, presentation, packaging, flavor's etc.), enquiries (on price, location coverage for delivery, methods of preparation etc.), reviews and testimonies, as well as complaints (reputation management).

The problems faced by MSME business players during the pandemic are mainly the marketing and sales aspects, where everything becomes very limited. Utilizing networks, especially friendships and networks on social media, is a priority, even though several MSME players have used digital media as their business platform. The use of digital media is adjusted to their marketing targets, so they can engage in sustainable engagement. Thus, the use of technology can help solve the problems faced (Altadonna, 2022). There are MSMEs that have planned and use social media administrators specifically to run their business, however, there are still MSMEs that run it independently, because they already have experience in doing so.

The use of social media such as Facebook, FB Ads, TikTok, YouTube and WhatsApp is aimed at establishing communication with customers. Entrepreneurs use features such as images, text (customer reviews, ratings, testimonials), videos recording provided events, TikTok clips, etc. alternately so that new content is delivered to viewers. Facebook or FB Ads utilize social media which can target users based on geographic areas (to make it easier to send products) and age groups. The reason for using TikTok is because this application is currently trending. WhatsApp is usually used to expand communication with customers on a regular basis. This is done because communication

is the most important aspect, especially in making management changes (Altadonna, 2022), including when the company is hit by a crisis due to the pandemic.

Regarding the benefits of using digital media, it is recognized that indeed, there are many benefits of using digital or social media. It was indeed the digital or social media that helped the business to undergo the tough time of the pandemic and survive through the downs. The online platform not only helps the business to establish its brand image, also managed to capture sales and profits during the pandemic that make it sufficient for the business to sustain. While dining in was banned, there were very rare physical interactions between the business and customers. It was the digital or social media that interlinks the business with its existing and new customers to stay engaged and interacted. This feature of digital or social media is not only helping the business to retain existing customers but also attracting new customers, and making them loyal to the business. Customers also sometimes provided comments / suggestions about product offerings, as well as how best the business could deliver foods and beverage to the doorsteps of customers such as through pickups and food delivery service providers. The business is also managed to monitor customers' interaction thus the business is able to meet the needs and wants of the customers. According Altadonna (2022), a new technology that adopted will be used with full potential and the user will find the benefits it as the new system.

The adaptation and utilization of technology by culinary Micro, Small, and Medium Enterprises (MSMEs) during the Covid-19 pandemic in the city of Bandung Indonesia and Melaka, Malaysia has been a critical factor in their survival and resilience. Research findings reveal several key trends and challenges faced by MSMEs in adopting technology during this period. Here's a breakdown of the main aspects:

Digital transformation

The pandemic accelerated the digitalization process, with many MSMEs shifting to online platforms for sales, marketing, and communication. Businesses that traditionally operated in brick-and-mortar settings quickly embraced e-commerce and social media for marketing. According to research, the adoption of online sales platforms (e.g., e-commerce platforms, social media channels) became a necessity for businesses to reach customers during lockdowns and movement restrictions, 1) E-commerce: MSMEs that previously had limited or no online presence had to quickly adapt to selling their products online. Many turned to established platforms to online marketplaces. 2) Digital payments: With the reduction in cash transactions, businesses had to adopt digital payment solutions such as mobile wallets, or online banking.

As stated by Altadonna (2022), adoption means more than just using technology. When a new technology is adopted, it will be used to its full potential and users will see the benefits of using the new system. For example, if a company wants a new way to track projects, it might consider purchasing a new project management system. One or two departments start using the new system. While other departments continue to rely on spreadsheets and other ad hoc systems. In this case, the company is using the software, but they have not adopted it yet. Adoption is a systematic approach to implementing technology so that all the right teams in the organization utilized it.

Remote work and collaboration tools

The shift to remote work led to the adoption of collaboration and communication tools. MSMEs had to quickly implement software like Zoom or Google Meet to ensure continued interaction between teams and clients. This shift highlighted the need for

digital literacy and infrastructure to facilitate remote work. This is in line with the statement that communication is one of the most important aspects of change management. This is more of an ongoing need than a phase, but it is important during the early phase of the project. Communicate frequently when starting the adoption process, so people are informed and prepared for the change (Altadonna, 2022).

Technology as a lifeline for business continuity

Research indicates that MSMEs involved in culinary and providing essential services were quick to adopt technology to ensure business continuity. For example, in food production, promotion and delivery they utilized the social media and marketplace platform.

Challenges faced by MSMEs

While technology adoption was crucial, MSMEs faced several barriers: 1) Limited digital literacy: some MSME owners and their employees lacked the necessary skills to operate digital platforms effectively. 2) High initial costs: the cost of adopting new technologies, including purchasing software, hardware, and training employees, was a significant challenge for some MSMEs with limited budgets. 3) Internet connectivity issues: in underserved areas, poor internet infrastructure made it difficult for MSMEs to fully leverage digital tools.

Government and institutional support

Governments and development agencies play a key role in supporting MSMEs during the pandemic by providing financial aid, digital literacy programs, and facilitating access to digital infrastructure.

In general, the findings of this research strengthen the findings of previous researches related to the utilization of digital media by MSMEs entrepreneurs, namely that the digital media can support the sustainability of culinary MSME businesses. As stated by Sumadi (2021), the development of digital media as a support system for MSMEs businesses can save costs, for example, it can reach consumers more widely, so that it can maintain the sustainability of their business. This is also in line with previous research conducted by Hao et al. (2020) that in addition to being able to save costs and create efficiency, the use of online services by culinary MSMEs can facilitate ordering and delivery, while providing convenience for consumers (in Abhari et al., 2021). Meanwhile, the different findings of this research are that several different usages of digital media platforms between MSMEs in the city of Bandung, Indonesia and in Melaka, Malaysia. Among the social media, marketplaces and online delivery services used in the city of Bandung, Indonesia are Instagram, TikTok, Facebook, GoFood, Grab Food, Tokopedia and Shopee. Furthermore, culinary MSMEs in Melaka, Malaysia use more diverse types of digital media to support their business processes. Among the digital media used are Facebook, FB Ads, Instagram, TikTok, YouTube, WhatsApp, Google Ads, and food delivery services such as Grab Food and Food Panda.

Conclusion

The condition of the Covid-19 pandemic has forced MSME to make harder efforts in order to continue to survive in running their business, especially for those who have started their business in the midst of a pandemic. Various efforts have been made, especially in terms of marketing and sales. Some MSME use their network of friends, and all entrepreneurs in this research claimed to rely on the use of digital media to support their business.

The use of digital media, especially social media, marketplaces and online delivery services is considered to make it easier for the MSME to promote their products and educate potential consumers regarding their products. Among the social media, market places and online delivery services used by MSMEs in the culinary field in Bandung, Indonesia are Instagram, TikTok, Facebook, GoFood, Grab Food, Tokopedia and Shopee. Meanwhile, for MSMEs in Melaka, Malaysia, they use a wider variety of digital media as part of their business processes. Among the digital media used are Facebook, FB Ads, Instagram, TikTok, YouTube, WhatsApp, Google Ads, and food delivery services such as Grab Food and Food Panda.

The management of digital media in MSMEs business process in Bandung, Indonesia is mostly done independently by the direct owner. However, there are several MSMEs who use a special team in handling the management of the digital media. However, some of MSMEs in Melaka, Malaysia received help from friends or family and attended training related to the use of digital media in running a business. The business owners learn digital or social media skills and capabilities from her working colleagues, self-learning from YouTube and also attending sharing session hosted by entrepreneurship development clubs or departments in universities, political parties in residential neighborhood, as well as government agencies and non-profit organizations.

For MSMEs in Bandung, Indonesia, the use of social media is carried out in stages, first by providing information or education related to the products being sold. Introducing products through soft promotional content. Meanwhile in Melaka, Malaysia, more specifically, in the context of the Covid-19 pandemic, the use of digital media is primarily intended to bridge sales, where there are restrictions on outside activities. The business started its digital or social media marketing even since the pandemic began.

The adaptation of technology by culinary MSMEs during the Covid-19 pandemic was a double-edged sword. While it provided much-needed resilience and new growth opportunities, it also exposed significant gaps in digital readiness and infrastructure. Going forward, it is expected that MSMEs will continue to invest in digital transformation, but ongoing support in terms of training, funding, and infrastructure development will be crucial to ensuring that these businesses can thrive in the post-pandemic economy.

Technology adoption allowed MSMEs to reach new markets, increasing their customer base beyond geographical constraints. Digital marketing, marketplace, and social media platforms enabled them to compete with larger businesses on a more equal footing. For example, small culinary entrepreneurs were able to sell their products to a wider area via e-commerce platforms.

The limitation of this research is that still covers two cities in Indonesia and Malaysia, further research can expand the research area in other cities and also by using a more in-depth method such as phenomenology by conducting active observation. So, the research results can be more in-depth and comprehensive.

Furthermore, this research recommends, because most MSMEs manage their digital media or social media independently, MSME entrepreneurs need to improve their understanding and skills in using these media. Exploring again the features that may have never been used in supporting their business processes. Improving networks and fostering good relations with relevant stakeholders, so that they can collaborate more, for example by sharing experiences and formulating the most effective solutions in dealing with various challenges, especially during time of crisis, such as pandemic situation.

References

- Abhari, S. et al., (2021). The Impact of Covid-19 Pandemic on Small Businesses in Tourism and Hospitality Industry in Malaysia. *Journal of Research in Marketing and Entrepreneurship*. Emerald Publishing Limited. <https://doi.org/10.1108/JRME-07-2020-0091>
- Altadonna, N. (2022, February 1). Technology Adoption Explained. Retrieved February 1, 2022, from <https://www.apty.io/blog/technology-adoption-explained>
- Ardianto, E. (2014). *Metedologi Penelitian untuk Public Relations, Kuantitatif dan Kualitatif*. Bandung: Simbioasa Rekatama Media.
- Arianto, B. (2020). Pengembangan UMKM Digital di Masa Pandemi Covid-19. *ATRABIS: Jurnal Administrasi Bisnis*. Vol. 6 No. 2 Desember 2020: 233-247. DOI: <https://doi.org/10.38204/atrabis.v6i2.512>
- Ashshidiqy, N. & Ali, H. (2019). Penyelarasan Teknologi Informasi dengan Strategi Bisnis. *Jurnal Ekonomi dan Manajemen Sistem Informasi*. Volume 1, Issue1, September 2019: 51-59.
- Baxter, P. & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researcher. *The Qualitative Report*. Volume 13 Number 4, December 2008: Retrieved February 18, 2022, from https://www.researchgate.net/publication/228621600_Qualitative_Case_Study_Methodology_Study_Design_and_Implementation_for_Novice_Researchers
- Canhoto, et. al. (2021). Digital Strategy Aligning in SMEs: A Dynamic Capabilities Perspective. *The Journal of Strategic Information Systems*. September 2021. Accessed <https://www.researchgate.net/publication/353612549>
- Department of Statistics Malaysia (2022). *National Accounts, Micro, Small, and Medium Enterprises, Department of Statistics Malaysia*. Retrieved from <https://www.dosm.gov.my/portal-main/release-content/micro-small-&-medium-enterprises-msmes-performance-2021>
- Didin, H. P., Utomo, A.J., & Abidin Z. (2018). Pengaruh Kompetensi Menggunakan IT dan Komunikasi Pemasaran Terhadap Keunggulan Bersaing E-Commerce Bisnis UMKM Fashion (Studi Kasus UMKM Jakarta Barat dan Tangerang Selatan). *Jurnal Ilmiah Manajemen dan Bisnis*. Vol. 4, No. 1 (2018): 39-52. DOI: <http://dx.doi.org/10.22441/jimb.v4i1.4398>
- Dinas Koperasi dan Usaha Kecil dan Menengah Kota Bandung. *Data UMKM. Data Pelaku yang Terdaftar di Dinas Koperasi dan Usaha Kecil dan Menengah Kota Bandung*. Retrieved May 15, 2022, from <https://sirkuit.bandung.go.id/dashboard/dataumkm>
- Kata Data Insight Center (2020). Digitalisasi UMKM di Tengah Pandemi Covid-19. Retrieved from <https://katadata.co.id/umkm>
- Krisnawati, D. (2018). Peran Perkembangan Teknologi Digital Pada Strategi Pemasaran dan Jalur Distribusi UMKM di Indonesia (Studi Kasus: UMKM Tanpa Restaurant 'Kepiting Nyinyir'). *Jurnal Manajemen Bisnis Krisnadwipayana*. ISSN: 2338 - 4794 Vol.6. No. 1 Januari 2018: 69-74.
- Handayani, I. (August 22, 2019). Pentingnya Adopsi Digital untuk Pengusaha Kuliner. Accessed <https://investor.id/lifestyle/193633/pentingnya-adopsi-digital-untuk-pengusaha-kuliner>
- Hao, F., Xiao, Q. & Chon, K. (2020). Covid-19 and China's Hotel Industry: Impacts, a Disaster Management Framework, and Post-pandemic Agenda. *International Journal of Hospitality Management*. Vol. 90, p. 102636. DOI: [10.1016/j.ijhm.2020.102636](https://doi.org/10.1016/j.ijhm.2020.102636)
- Hanafiah, K, M. and Wan, C. D. (2020). *Public Knowledge, Perception and Communication Behavior Surrounding Covid-19 in Malaysia*. Retrieved February 20, 2022, from <https://advance.sagepub.com/doi/full/10.31124/advance.12102816.v1>
- Lai, H. B. J., Abidin, M. R. Z., Hasni, M. Z., Ab Karim, M. S., & Che Ishak, F. A. (2020). Key Adaptations of SME Restaurants in Malaysia Amidst the COVID-19 Pandemic. *International Journal of*

- Research in Business and Social Science (2147- 4478)*, 9(6), 12–23.
<https://doi.org/10.20525/ijrbs.v9i6.916>
- Lai, S. T. (2021). The Impact and Challenges of Post Covid-19 on SMI/SMEs Digitalization in Malaysia. *Conference Proceedings International Conference on Digital Transformation and Applications (ICDXA) 2021*. Tunku Abdul Rahman University of Management and Technology
- Muhammad, A. (2021, October 26). *Jumlah Pelaku UMKM yang Gunakan Internet Naik 59 Persen di 2021*. Retrieved February 20, 2022, from <https://www.idxchannel.com/economics/jumlah-pelaku-umkm-yang-gunakan-internet-naik-59-persen-di-2021>
- Mulyana, D. (2018). *Metodologi Penelitian Kualitatif Paradigma Baru Ilmu Komunikasi dan Ilmu Sosial Lainnya*. Bandung: PT. Remaja Rosdakarya.
- Putri, Y. (2021, December 14). *Mengenal Lebih Dekat Entrepreneurship*. Retrieved February 18, 2022, from <https://digitalbisa.id/artikel/mengenal-lebih-dekat-digital-entrepreneurship-Wpini#:~:text=Digital%20entrepreneurship%20merupakan%20suatu%20gambaran,keuangan%2C%20berkolaborasi%20dengan%20mitra%2C%20serta>
- Rizaty, M., A. (2021, August 23). *Terbanyak Nasional, Jumlah UMK Makanan dan Minuman Jawa Barat Capai 791, 4 Ribu*. Retrieved February 18, 2022, from <https://databoks.katadata.co.id/datapublish/2021/08/23/terbanyak-nasional-jumlah-umk-makanan-dan-minuman-jawa-barat-capai-7914-ribu>
- Smesco. (2021, August 12). *Hari UMKM Nasional, 2021. UMKM Kuat, Bangsa Berdaulat*. Retrieved February 20, 2022, from <https://smesco.go.id/berita/hari-umkm-nasional-2021-umkm-kuat-bangsa-berdaulat>
- Sugiyono. (2018). *Memahami Penelitian Kualitatif*. Cet. 10. Bandung: AlfaBeta.
- Sulistyo, P. B., Umarella, F. H., Mahmudah, S. M., & Iza, N. (2022). Digital Literacy Competence of Parents in Supervising Their Children Using Digital Media. *International Journal of Social Science and Human Research*. Volume 05 Issue 02 February 2022. DOI: 10.47191/ijsshr/v5-i2-32. pp. 636-642.
- Sumadi. (2021). *Dinamika Transformasi UMKM di Era Digitalisasi Pandemi Covid-19. Proceeding Seminar Nasional & Call for Papers* ISSN Online: 2654-6590 | ISSN Print: 2654-5306.
- The Sun. (2023). *15% SMEs Closed Down During Pandemic*. Retrieved June 30, 2023, from <https://www.thesundaily.my/local/15-smes-closed-down-during-pandemic-CC8721765>
- Tresnawati, Y. & Prasetyo, K. (2022). Pemanfaatan Digital Marketing Bagi Usaha Mikro Kecil dan Menengah Bisnis Kuliner. *Journal of New Media and Communication*. April 2022, Vol. 1, No. 1, pp. 43-57. DOI: <https://doi.org/10.55985/jnmc.v1i1.5>
- University of Guelph. (2006, September). *Digital Media*. Technology Brief.
- Vaghefi, N. (2021). Helping SMEs Rise to Challenges Posed by the Covid-19 Pandemic. *Penang Institute Issues. Analysing Penang, Malaysia and the Region*. 16 February 2021.