

Marketing Strategy for Cibaduyut SME'S Craftsmen Post Covid 19 Pandemics

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Abstract

This article describes and explores the function and role of the UMKM shoemaker's producer of marketing strategy at Cibaduyut area on the latest endemic condition post Covid 19. The objective article is to define what is the influence of the marketing strategy that UMKM in Cibaduyut did before, during and after Covid-19 pandemic that already going into endemic on their daily activity at shoemaker's producer operation and the struggles of these UMKM in applying the digitalization marketing to their business operation in purpose of maintain performance during and after the Covid 19. The method for this article used was qualitative methods through observations, interviews and study trip with literature and data processed. This article indications that shoemaker's producer's challenges are in using digital platforms and offers alternatives to improve the formulation of marketing strategies for UMKM to apply digital platforms in their business operations to be more efficiently and successfully applied to face the post Covid-19 Pandemic and adapt the new normal situation.

Keywords: Marketing Mix, Digitalization, Cibaduyut, UMKM, Post Covid-19.

INTRODUCTION

The Covid-19 pandemic has economics macro impact to every aspect of economics. International, national and even the smallest actor of economy impacted from it, it causes most of UMKM declining in their business performances that made a major substantial impact that changes in the more volatile market situation, especially post Covid 19. It leads to a more holistic concern for UMKM shoemaker producer in the Cibaduyut not only it will impact the economics conditions their residences it also will affect more macro to the point of longevity and sustainability of their productivity.

The Shoe Industry Center Area is one of the local economic potentials in the city of Bandung which has national and international quality. Along with the times, the existence of the Cibaduyut shoe industry is currently in quite a worrying condition, where the number of tourists or visitors visiting the Cibaduyut shopping or trade tourism area continues to decrease. Since the early 1990s the role of the industrial sector for Indonesia's economic growth has become increasingly important. The important role of this industrial sector can be seen from its sizeable contribution of GDP. Meanwhile, the agricultural sector, which was previously the main driver of economic growth (the leading sector), has a decreasing role (Sunaryanto and Tambunan, 2004).

In recent years it has been realized that UMKM development efforts cannot be carried out only from one side/aspect. For example, only in the aspect of strengthening capital, increasing human resources and improving the business environment. Efforts to develop UMKM must be able to see the overall problems faced, for example the main problem is slaves to a lack of capital, but due to weak/no access to sources of capital in the community.

Following the Covid 19 situation, Indonesia government executed a medical pandemic procedure known as Constraining the Implementation of Public Activities better known as PPKM that intend to minimize transmission of Covid 19 infection that majorly impacted economics performance on a national and international scale. The pandemic has had a very significant impact on the national economy, starting from changes in world supply chains to a decrease in foreign investment into Indonesia. This decline can be seen through the slowdown in economic growth which fell from 5.02 percent in 2019 to 2.97 percent in 2020. The slowdown in economic growth was also followed by an increase in the number of unemployed, which according to World Bank data,

increased from 5.28 percent in 2019 to 7.07 Percent in 2020.

All of public has experienced rapid spread of virus in the middle of the world community has apparently changed the order of life and relationships between people. People are asked to always wear masks, keep their distance and avoid crowds. This directly limits economic activities in society, for example disrupting the process of producing goods, distributing products, to the process of marketing goods and services throughout the world. The whole world is connected in a global supply chain which is a complex network of market participants around the world in carrying out economic activities. Not stopping at the disruption of production activities on a small scale, the pandemic has in fact played a larger role in disrupting the global supply chain, for example closing factories and disruption of goods distribution channels due to lockdowns and regional restrictions in a number of regions of the world, including Indonesia. In other words, the pandemic slowed down all cycles in the world's supply chains.

Indonesia, which also participates in the world supply chain, is quite seriously affected because around 18.5 percent of Indonesia's Gross Domestic Product comes from the export sector. This impact is reflected in data from the Central Statistics Agency, where exports in Indonesia decreased by around 2.6 percent in 2020 when compared to the previous year. Economic conditions can be reflected in the condition of the capital market. From a macro perspective, a country's economic condition is correlated with its capital market condition, but the capital market tends to be more reactive to potential crises. This tendency occurs because in general capital market players are forward looking, namely future estimates of the company's financial performance in the future. In Indonesia, the Covid-19 pandemic has increased enormous economic uncertainty. This then became one of the main causes of the decline in investor confidence which resulted in a decrease in the volume of investments made.

Through the disruption of industrial technology developments even before and during the Covid 19 situation, amount of 28% UMKM in Indonesia showed that they would not have endured their business operations during the pandemic if it not because the availability of digital market and platforms. While UMKM using average on digital platforms are still limited, the profitability is the main goals and outcomes. There are some Digital financial services that are also an important part and essentially developed to assist digital market as supporting sector to enhance digital market utilization. As most nearly 98% of UMKM now acknowledge and use digital payments featurette and more than a half percent use digital financial loan facility. A lot of UMKM also use digitalization to communicate directly with their consumer, with more than a half percent projecting to enhance their utilization of digital marketing for the next years to come (Schumacher, A., Sihh, W., & Erol, S, 2016).

There is research conducted that describes marketing strategy applied by shoemaker producer during covid 19 Marketing strategy for cibaduyut sme's craftsmend during covid 19 pandemic Muttaqin (2023). The research focused to face mobilization restriction policy by the government to maximize the utilization of digital marketing. The restriction creates new market, that is digital market. based on that research this article tries to define what need to do when the restriction of mobilization has ended, combine the digital market with traditional market, that both markets still work even post covid, and what potential that could be achieved, what strategy needed to combine both markets to be primary target market for shoemaker producers.

The differentiation between this research and the research before is in the timeline, the main objective still in what formulation of marketing strategy that needed by shoemaker in Cibaduyut to applied. these pre-during-post condition force the producers to adapt quickly to be able to compete and maintain their competitive advantage. As of during covid era the global market became more exposed due to enhancement and advancement of logistical operation supported by digital market that enable the foreign producer to communicate directly with domestic consumer, as highlighted by the government is free trade are more visible than before.

Table 1. Research question

Pre 2020	2020-2022	2023-Present
UMKM Pre-Covid 19 Era	UMKM During Covid 19 Era	UMKM Post-Covid 19 Era
Marketing Strategy	Marketing Strategy	Marketing Strategy
Teritorial Marketing	Digitalization Marketing	Research Questions ??

The research question is to determine what needs to be done in formulation of marketing strategy facing the post covid era. The pre-era is teritorial marketing which traditionally has been done and effectively works. during the covid era teritorial marketing isnt relevant because of public policy that restrict mobilization. Today we

experienced the efficiency of digital marketing, but the mobilization became normal again. the question is what need to be done by shoemaker producer to compete and adapt this post covid era to survive their business operation, especially the threats is getting more bigger, not only from domestic but from global market.

Literature Review

The resolution to this article subjects modeled; this article uses the marketing mix concept tool to analyse in general purpose. There have been various offers at outlining what it is. The marketing mix is the assortment of distinctive marketing principles mix in a definitive way and done by producers to get the asked response from the market.

First, product is something that has functional value and can be used by the customer to achieve something. Products has three layers in it including variety, quality, design, features, brand name, packaging, size, service, warranty, and returns. In theory, products are all forms of business processed results to be offered to the consumer for use or consumption, so it can meet the wants and needs of society. If you want to be successful in carrying out a marketing mix strategy, you must be able to create and produce a product or service with its own quality and uniqueness. That way, your product or service can automatically increase your competitiveness in the market. Products have two elements that need attention, namely quality and visuals.

Second, Price is elements in the marketing mix. Price is the value that will be obtained in exchange for the product. Prices in the marketing mix include catalogs, discounts, special discounts, payment periods and credit terms. Regarding, the focus is on how to make potential customers or potential buyers feel that their expenses are in accordance with what they get. That way, the marketing mix strategy will be more optimal.

Third, Place in the marketing mix is basically a form of distribution channel that refers to the location of a product available and can be sold and purchased. Distribution channels in the marketing mix include product completeness, location, inventory, storage facilities, distribution and transportation

Fourth, promotion is an activity to communicate products to customer in a better direction. Marketing communication is a form of activity requesting information from producers to consumers or potential consumers that aims to build relationships between sellers and buyers.

METHOD

This article uses qualitative methods for data collection and analysis counting on the collection and analysis of descriptive data. According to Lamont (2015), Qualitative research method is a that highlights the analysis or descriptive. In this qualitative method primarily, the observations conducted by study trip to the shoemakers, identify their business model, business operations and sales performance, before during and after pandemic. The data obtained by interview with producer and government in district area.

The research begins with observation of the Covid phenomena, what has change in the market domestic and globally. The economics macro effect to capital, productivity and market demand. The already implemented marketing strategy at traditional producers and what the competitor had in the market. The research conducted internally at producer and externally at marketshare. the external factors of this issue is larger than what the internal strength of producer has. The qualitative methods focus on human behaviour, this leads to the connection of producer and consumer in the market. the market share conducted by how many sales the producer has and how many the competitor was.

RESEARCH RESULTS AND DISCUSSION

Historically Cibaduyut Shoe Center is well known recognize in Indonesia, it was existed since 1920 and running until present. at first this place was established by neighborhood around district area. Transfer knowledge from on to another make every member of neighborhood start to produce shoes. several local residents who worked in a shoe factory in the city of Bandung, after having skills in making them started to open a business making and selling footwear products on a small scale in household environment by involving member workers his family. As orders grew, they started recruiting workers from the surrounding residents, so that skills in making footwear spread and were transmitted within the family and surrounding community members. Based on data from the Bandung City Cooperative and Trade Industry Service. This practice applies from generation to generation started from home industry and growth into industry. Cibaduyut area impact economics on macro scale during their peak production. Government and private sector are gaining more interest to be a part, or invest

at Cibaduyut production.

PT Pos Indonesia has collaborated with Indonesia Ministry of Trade in the 1990s. this collaboration have goals to create more effective and efficient distribution services to distribute the product nationally. as effect of this collaboration the products are distributed outside Bandung and West Java, during this time Cibaduyut is recognize as top shoemaker in Indonesia and even internationally. The Brand Cibaduyut itself is as strong as foreign brand such as Nike, Timberland, Dr. Martens etc. But it continuously decrease in sales and production, that if the government doesnt involve, the shoemakers might extinct in certain ways.

In advancing the shoe prodction for UMKM in Cibaduyut, numerous ways of investations that have been done for the enhancing shoe production, as shown in Table 2.

Table 2. Investment in Cibaduyut

Activity	Investment	Investor
Production	1. Provision of production facilities (UPT)	Ministry of Industry
	2. Machine/equipment assistance (1979)	West Java Regional Government
	3. Raw material assistance	Ministry of Industry, Ministry of Industry, Ministry of Trade, Ministry of Manpower, Local Government.
	4. Training and counselling (routine)	Ministry of Industry, Ministry of Trade, Ministry of Manpower, Local Government.
Marketing	1. Assistance with promotions and exhibitions	Depprind, BFEN, PEMDA, Deperdag
	2. Assistance with marketing tools (1978/ 79)	PEMDA
	3. Development of commercial facilities	Depperind, Deperdag
	4. Development of supporting facilities and infrastructure (1987)	PEMDA, Depen, Depparpostel
	5. Market linkage	Depperind, PEMDA, Dephankam, BUMN/BUMD
Capital	1. KIK/KMKP facilities	Banking (BRI, BDN, BBD, NISP, BUKOPIN, BPD, PANIN).
	2. Credit training and counselling	Dekop, LSM. (KPBK, KSPC)
	3. Fostering savings and loan cooperatives	
	4. Capital assistance for KOPSI	PEMDA, Depkop/Kabulog
Management Organization	1. Cooperative Training	Dekop, LSM
	2. Cooperative Extension	Dekop
Mental Attitude	1. AMT Training	Deprind
	2. TQC Training	Depnaker, DIT
	3. Counseling (Routine)	Pajak, LM Unpad

Source: Suhayati & Supriatna, 2022

The Table above showed that West Java government has contributed significantly to the growth of UMKM shoemaker’s producers by offering training on production, mentoring on marketing, coaching on business organization and teaching internal recruitment. In addition, UMKM shoemaker’s producers have received capital assistance for the development productivity. Beside that invesment there are interests that UMKM shoemakers in depend on support from the local government.

Strengths Weaknesses Opportunities Threats analysis

Reffering to Philip Kotler (2004:81), "the theory of SWOT analysis which is used to analyze the implementation of the distribution strategy used by organizations based on a set of assumptions about the market environment," is a method that essential to be applied when estimating. Opportunities for accomplishing marketing purposes are particular superior consideration in the SWOT analysis. The four sections that create a

SWOT analysis are conferring to Table 3.

Table 3. SWOT Analysis

<p>(S) Strength</p> <ul style="list-style-type: none"> • Availability of skilled human resources • Very thorough in producing it with handmade • Using skin • Good stitches • Affordable product prices • Quality equivalent to goods made in other countries • Can order units according to customer specifications, both in design and model. 	<p>(W) Weakness</p> <ul style="list-style-type: none"> • Brands do not sell • Less diverse designs • Production on an order-by-order basis, thus preventing inventory buildup • Competition is fierce for the available competent employees • Sales targets that have not been achieved for customer satisfaction • No trademarks or any advertising. • Reduction of capital through limited resource marketing
<p>(O) Opportunity</p> <ul style="list-style-type: none"> • Technological progress is shown. • Changes in individual habits and routines as a result of lifestyle changes • The need for footwear for humans • Cooperate with more established commercial and business companies • Devotion on the part of the customer to the goods of the company • Obtain financial support from the government Increase your potential on the world stage 	<p>(T) Threat</p> <ul style="list-style-type: none"> • Scarcity of raw materials • Lack of public interest • Decrease in people's purchasing power • Low competitiveness of domestic products compared to foreign products • Government policies that have not yet supported the development of the manufacturing, textile and shoe industries

From Table 3 SWOT Analysis., The reality that all of the world has living in the society that build by digital environment has a positive impact on the world of business, that make easier for producer to reach consumer. But it also has a side effect, as it can lead to a culture of consumerism and a culture that claims gratification according to status and speed of information gathering. According to BPS 2020 statistical data, Indonesia's import value always increased. This is proof that the most of consumes a lot of imported goods. it also affected from globalization and digitalization.

In Indonesia there is stereotypes where domestic products always inferior to import products, historically this comes from colonial experiences. Cibaduyut products tend to be less competitice in the market, foreign product has well recognized brand by the market. This is the reason foreign products are easier to enter and penetrate Indonesia market. Cibaduyut shoemakers need to formulate new marketing strategy, there is a lot threats but there is a lot opportunities too in this digitalization era.

CONCLUSIONS

Based of the discussion above and SWOT analysis findings resolved that proficiency in utilizing digitalization of technology that had affected by improvement in the formulation of marketing strategy at UMKM shoemaker’s producer in Cibaduyut to extend markets and increase the number of sales due to the pandemic and economic crisis happened before. Proficiency of this technology can resourcefull for market developments in the form of using one of strategy promotion at social media platforms. Theres some weaknesses that need to improve and some opportunity to achieve.

Based on the weaknesses, the researcher suggests diversifying the design. Conducting market research to understand current trends and customer preferences can help create more diverse and appealing designs. Consider collaborating with designers or seeking inspiration from online design platforms to develop a wider variety in the product collection. Although production based on orders can help prevent inventory buildup, it is important to optimize the production process to remain efficient. Analyzing the supply chain, reducing production cycle time, and improving inventory systems can help increase responsiveness to customer orders without incurring high costs.

The researcher aims to provide insights into the importance of leveraging Changes in Habits and Lifestyles in line with evolving times by incorporating them into the operations of shoemaker producers UMKM. It is essential to stay aligned with individuals changing habits and lifestyles. Monitor trends and consumer preferences to understand their evolving needs and adjust the product offerings produced by shoe craftsmen

UMKM in the Cibaduyut area accordingly.

Finding competent employees can be a challenge due to intense competition. However, several steps can be taken. Offer competitive remuneration packages and benefits to attract and retain top talent. Provide opportunities for employee development and training to enhance their skills. Create a positive and collaborative corporate culture to increase your attractiveness to potential employees. The importance of shoemaker's producer UMKM is to identify the causes of unachieved sales targets through in-depth analysis of sales data and customer feedback. There may be areas that need improvement, such as product quality, customer service, or marketing strategies. Based on these findings, create a clear action plan to meet customer needs and achieve higher sales targets.

Cibaduyut UMKM can take advantage of their online presence and e-commerce to expand their market reach. Build or increase online presence through websites, social media, and e-commerce platforms can help reach a wider range of consumers. Collaborating with influencers or bloggers who are relevant to the craft industry and have a large audience can help increase brand awareness and attract the attention of potential customers. Also implementing special promotions, discounts or attractive offers after the COVID-19 pandemic can help encourage consumers to buy Cibaduyut UMKM handicraft products.

It is essential for UMKM in Cibaduyut to leverage digital platforms and online marketing channels. has accelerated the adoption of new business platform such as e-commerce and another online platform, making them crucial for reaching a wider customer base. UMKM should invest in building user-friendly websites and mobile applications, optimizing their online presence, and utilizing social media platforms for targeted marketing campaigns. Product diversification and innovation play a significant role in attracting customers. UMKM should continuously explore new designs, styles, and materials to create unique and attractive handicraft products. By understanding customer preferences and market trends, these enterprises can differentiate themselves from competitors and maintain a competitive edge.

Building consumer engagement through creative content, two-way communication, or a loyalty program can help strengthen customer relationships. For example, holding design competitions, inviting consumers to share experiences using products, or providing exclusive benefits to loyal customers. In this regard, the researcher provides recommendations to the government to facilitate this. Focus on Quality and Uniqueness Cibaduyut UMKM handicraft products can highlight their quality and uniqueness as added value. Prioritizing product quality, design innovation, or distinctive craft techniques can help differentiate products from competitors and attract consumer interest. So that the UMKM products of Cibaduyut shoe craftsmen can compete with other shoe products.

Collaboration and partnerships are beneficial strategies for UMKM in Cibaduyut. By collaborating with local designers, artisans, and influencers, these enterprises can access new markets, gain exposure, and enhance their brand image. Additionally, forming partnerships with larger retailers or distributors can provide opportunities for wider distribution and increased sales. Building customer trust and loyalty is vital for long-term success. UMKM should improve products and service continuously, and implementing transparent pricing and refund policies. Engaging with customers through personalized communication and feedback mechanisms can also help in building strong relationships and encouraging repeat purchases.

The main object of this research was the application and formulation of the marketing strategy of for shoemaker's producer during the Covid 19 pandemic. To support these advancements, the researcher recommends exploring the potential for financial support from the government to enhance global potential. Research and identify government program or grant available to support small businesses in the footwear industry. These financial resources can facilitate investments in research and development, marketing activities, or expanding production capabilities, ultimately enhancing competitiveness on the global stage.

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