

CULINARY MSME SURVIVAL STRATEGY IN MAINTAINING THEIR EXISTENCE DURING THE COVID-19 PANDEMIC

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Abstract: *This research is motivated by the covid-19 virus, which requires people to stay at home; of course, this impacts all industries, especially MSMEs in the culinary sector. The covid-19 pandemic has forced culinary businesses to adjust their strategies to continue to survive. The research aims to determine the impact of covid-19 on Culinary MSMEs and the use of customer relationship management (CRM) as a way for MSMEs to survive during the covid-19 pandemic. This type of research is field research with a qualitative descriptive approach. The data used was obtained from interviews with 10 MSME actors. The results of the study show that during the pandemic, culinary MSME actors in Barabai District experienced the impact of a lack of buyers, decreased income turnover, increased production of the main ingredients, experienced distribution obstacles, and decreased sales, so to survive, culinary MSME actors in Barabai District adopted a survival strategy by increasing improvements. Product and service quality, utilization of technology with digitalization schemes, and maximizing customer relationship marketing (CRM) loyalty.*

Keywords: *survival strategy; culinary MSMEs; covid-19*

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Introduction

The emergence of the covid-19 virus has caused new issues in almost all sectors of society, including in Indonesia, including the health, religion, economy, and other sectors. This outbreak began in Wuhan, China, and has since spread worldwide. This infectious disease was first discovered in December 2019 and can be fatal if not treated quickly. Acute respiratory syndrome, which is spread through the mouth, nose, and direct touch, is the cause of the covid-19 virus.¹

As in other countries, the Government is trying to stop the spread of the covid-19 virus and break its chain. In Indonesia, this includes requiring social isolation and lockdowns. Apart from that, the Government is taking preventive measures by always washing hands, wearing masks, maintaining distance, avoiding crowds, and limiting movement. When social isolation makes people reluctant to carry out activities outside the home, this reduces demand for goods and services, makes liquidity less efficient, and leads to a loss of people's income.² It cannot be denied with the passing of Government Regulation Number 21 of 2020 about Large-Scale Social Restrictions (PSBB) in several regions, many entrepreneurs, such as MSMEs, have decided not to open shops or businesses due to restrictions on opening hours.³

Sales among MSME players have decreased as a result of the PSBB policy. Therefore, as business people have experienced many losses that are increasing daily, effective methods and solutions are needed to recover and reorganize economic conditions. Entrepreneurs compete with each other to continuously update and assess the financial situation by considering the current developing conditions so that the company can develop.

In Indonesia, MSMEs are welcomed by business people, especially by young people or by local sectors that are still developing quickly and well. The Indonesian Government issued law Number PP 20/2008, dated 4 July 2008 regulates the implementation of Micro, Small, and Medium Enterprises (MSMEs).⁴ The existence of this law provides a strong legal framework for national economic development, which in turn encourages economic growth on a global scale.⁵

MSMEs play an important role in the development and expansion of the Indonesian economy. Due to the high demand for labor in this sector, there are several prospects for income growth and job creation. However, the covid-19 virus pandemic caused MSMEs to experience a decline in economic activity, coupled with the Indonesian Government's policy steps, which imposed PSBB on the MSME sector, thus creating new problems for MSMEs. As a result, there is a need for strategies for the continuity and growth of MSME operations, such as access to

¹ Syafrida and Ralang Hartati, "Bersama Melawan Virus Covid 19 di Indonesia," *SALAM: Jurnal Sosial Dan Budaya Syar-i* 7, no. 2 (14 April 2020): 496, <https://doi.org/10.15408/sjsbs.v7i6.15325>.

² Dani Sugiri, "Menyelamatkan Usaha Mikro, Kecil dan Menengah dari Dampak Pandemi Covid-19," *Fokus Bisnis: Media Pengkajian Manajemen dan Akuntansi* 19, no. 1 (2020): 79.

³ Wan Laura Hardilawati, "Strategi Bertahan UMKM di Tengah Pandemi Covid-19," *Jurnal Akuntansi dan Ekonomika* 10, no. 1 (2020): 89-98.

⁴ Muhammad Guntur and Muhammad Nur Yamin, "The Implementation of Micro, Small, and Medium Enterprises (UMKM) Policy in Makassar Based on Bromley Model," *Proceeding International Conference on Social Sciences (ICSS)* (2018), 979-82, <https://doi.org/10.2991/icss-18.2018.204>.

⁵ Lili Marlina, "Peluang dan Tantangan UMKM dalam Upaya Memperkuat Perekonomian Nasional Tahun 2020 di Tengah Pandemi Covid 19," *Jurnal Ekonomi* 22, no. 2 (2020): 118.

information, trade promotions, market access, increasing human resources, and reading.⁶

According to the macro report (OECD 2020), the Government needs to take at least three key steps that need to be taken into account to help MSMEs at this time. Recovery time and speed are critical. *First*, the Government should announce current support measures for the economy and business and introduce more targeted support plans. *Second*, timing and speed are key. *Third*, avoid lifting economic and trade support measures too quickly, as this could lead to company bankruptcy. On a large scale and weaken competition. On the other hand, providing long-term economic and trade support can cause distortions, reduce incentives for adaptation and innovation, and trap resources into inefficient activities⁷.

The impact of the covid-19 pandemic has resulted in losses for entrepreneurs, causing MSMEs in the food sector to lose income. Another reason for the decline in the company's revenue was the reduced opening hours of stores, which closed more often than usual and halved the number of visitors. During this pandemic, income has become a line of defense to help entrepreneurs overcome the covid-19 pandemic.

The culinary industry is also experiencing a global decline, and MSMEs in the culinary sector in the Barabai sub-district need appropriate plans to maintain their businesses to reduce the impact of declining income and consumers. Especially in the culinary industry during the covid-19 pandemic, where inflexible conditions limit freedom of movement, this increasingly widespread digitalization could most likely be a solution for MSME companies. With the ongoing pandemic and operational restrictions, restrictions imposed by business actors on product sales in the industry are increasingly ineffective. Therefore, MSME players must switch to a more effective strategy: using online social media sales. To stabilize the economy, especially in Barabai Regency, survival tactics are needed to increase MSME income.

Digital marketing can be used as part of a pandemic survival strategy, and one tactic is to use social media to run an online business using an e-commerce platform. MSMEs can start using digital marketing by creating social media accounts for their business that display products and information about the goods and services provided. MSMEs are expected to be able to carry out promotions using social media, which are packaged as attractively as possible to attract customers.

The covid 19 pandemic's strict regulations regarding limits on direct interaction make it difficult for customers to inspect the items they want to buy physically. Business actors need to maintain the quality of their products. Especially during this outbreak, products sold online force business actors to strengthen the durability and safety of their products. Ensuring safety and cleanliness is one form of product quality. MSMEs in the Barabai Regency Culinary industry must implement strong service quality and improve product quality. Online purchasing and online delivery are examples of services used.

Customer relationship management (CRM) must incorporate strong efforts in the form of personalization, making consumers the focal point of marketing initiatives. A customer

⁶ Gregorius Rio Alfrian and Endang Pitaloka, "Strategi Usaha Mikro, Kecil, dan Menengah (UMKM) Bertahan pada Kondisi Pandemi Covid 19 di Indonesia," in *Prosiding Seminar Nasional Terapan Riset Inovatif (SENTRINOV)* 6 (2020), 139.

⁷ Abdurrahman Firdaus Thaha, "Dampak Covid-19 terhadap UMKM di Indonesia," *BRAND: Jurnal Ilmiah Manajemen Pemasaran* 2, no. 1 (2020): 148.

relationship marketing plan is also necessary to attract and retain customers. Due to government restrictions and directives not to leave the house due to the covid-19 pandemic, it is now impossible for people to buy certain products.

Product and service quality greatly influence consumer purchases and increase customer satisfaction, creating customer loyalty. And that's not all. So that manufacturers can survive during a pandemic, innovation and creativity are needed. Required according to Islamic teachings. Barabai District, Hulu Sungai Tengah Regency, the majority of the people's livelihood is trading.

There are 1660 culinary MSMEs in Barabai District, Hulu Sungai Tengah Regency. Because MSMEs have to live in the face of various conditions, especially the covid-19 pandemic, this has encouraged Barabai culinary MSMEs to consider changing their plans in every way. Therefore, survival strategies during the pandemic are very important. Based on the problems faced, the author is interested in researching culinary MSME survival strategies to maintain their existence during the covid-19 pandemic.

Survival Strategy of MSME

Survival strategies are usually chosen by people and households with middle to lower socioeconomic status. People-oriented strategies can increase sales using other sources or reduce costs by reducing the quantity and quality of goods or services.⁸ The Survival Strategy follows the situation of the covid-19 pandemic phenomenon in Barabai District, where the survival strategy implemented by entrepreneurs is closely related to the continuity of their business. Survival is more the domain of small and medium enterprises due to the nature of companies being controlled directly by their owners, which makes them flexible to adapt to changes in the environment and speed of decision-making.⁹

According to Hardilawati, There are several types of MSME survival strategies to maintain their business in the face of the covid-19 pandemic.¹⁰ *First*, e-commerce. During the current pandemic, sales that come directly to stores have experienced a decline in sales. With this, e-commerce is a strategy to increase sales of online-based products. It can be done anytime and anywhere and can save time. *Second*, digital marketing. During the covid-19 outbreak, many things caused a decline in sales turnover. MSMEs can use the internet and think of something creative and innovative to promote their products. Digital marketing is advertising or searching for a market name through the internet or social media. *Thrid*, product and service improvements to consumers. Not many consumers feel careful about the products or goods they buy during the pandemic. Therefore, a business actor must make product improvements to increase consumer confidence and indirectly improve consumer service. *Fourth*, customer relationship marketing (CRM). Maintaining products and retaining existing customers or consumers during a pandemic should not only focus on promotions in social medicine or

⁸ Irwan, "Strategi Bertahan Hidup Perempuan Penjual Buah-Buahan (Studi Perempuan di Pasar Raya Padang Kecamatan Padang Barat Kota Padang Propinsi Sumatera Barat)," *Humanus: Jurnal Ilmiah Ilmu-Ilmu Humaniora* 14, no. 2 (30 November 2015): 186, <https://doi.org/10.24036/jh.v14i2.5685>.

⁹ Mahyudin Damis, "Strategi Kebertahanan Usaha Warung Kopi Tikala Manado: Suatu Tinjauan Antropologi," *Holistik: Journal of Social and Culture* 11, no. 21 (2018): 1-23.

¹⁰ Wan Laura Hardilawati, "Strategi Bertahan UMKM," 89-98.

MSMEs. However, with the arrival of new customers, you must be able to maintain them, both from the consumer and product sides. In this way, we can create customer satisfaction with our services.

Research Methods

This research uses field research conducted directly with descriptive qualitative research methods to obtain the data researchers need. The data collection technique used in this research is participant observation with exploratory steps, namely conducting one of the qualitative data collection techniques recommended to obtain descriptive data.¹¹ This qualitative approach aims to explain the strategy of culinary MSMEs in Barabai District, Hulu Sungai Tengah Regency, to survive the COVID-19 pandemic.

This research was conducted in Barabai District, located in Hulu Sungai Tengah Regency, South Kalimantan Province. This location was chosen deliberately or deliberately because Barabai District has many Culinary MSMEs that have developed in the region. Research subjects are studied by either people, objects, or institutions (organizations)¹² where the subjects of this research are the actors of culinary MSMEs. The object of study is the survival strategy of MSMEs. The object of research is the problem under study, which is related to the nature of the condition of an object, person, or the centre of attention and research targets.¹³

The primary data sources of this research are the results of interviews and documentation from MSME players in the culinary sector in Barabai District. Interviews were conducted with 10 culinary MSME players in Barabai District, Hulu Sungai Tengah Regency, South Kalimantan Province. Determination of informants in this study using the purposive sampling technique.¹⁴ The requirements for the selected informants are culinary MSME players who have been MSME players for five years and survived the covid-19 pandemic.

Once the data has been collected, it will be processed through editing, classification, and description. The data analysis method used in this research is Miles & Huberman, an interactive survey.¹⁵

The Impact of the Covid-19 Pandemic on MSME Players

There are differences between MSMEs who operate in the culinary sector before and after the pandemic. This difference is reflected in the reduced number of buyers, somewhat difficult availability of raw materials, high prices, and decreased income. On the other hand, MSMEs face challenges to survive during this pandemic. Steps taken by MSMEs include not increasing product prices, maintaining food quality, and accepting offline and online orders. This is because raw material prices rise, and product prices do not improve, sometimes resulting in lower margins. However, there are reasons not to increase costs due to fierce competition and limited sales period.

¹¹ Imam Gunawan, *Metode Penelitian Kualitatif Teori dan Praktik* (Jakarta: Bumi Aksara, 2017), 84.

¹² Surokim, *Riset Komunikasi Strategi Praktis Bagi Peneliti Pemula* (Sleman: Elmatara, 2016), 129.

¹³ *Ibid.*, 132.

¹⁴ Burhan Bungin, *Penelitian Kualitatif: Komunikasi, Ekonomi, Kebijakan Publik, dan Ilmu Sosial Lainnya* (Jakarta: Kencana Prenada Media Group, 2007), 111.

¹⁵ Matthew B. Miles and A. Michael Huberman, *Analisis Data Kualitatif* (Jakarta: Universitas Indonesia Press, 1992), 173.

Table 1. Data on the Identity of MSME Actors in Barabai District

No	Name	Age (Year)	Education	Start a Business	Types of MSMEs
1	Ria Fahrina	34	S1	2018	Dry noodle
2	Lea Hariayana	30	S1	2017	Jeletot Dumplings
3	Latifah	40	Junior High School	2010	Typical Banjar Cake
4	Wahida	60	Senior High School	1989	Wadai Apam Barabai
5	Muhidin	45	Senior High School	2010	Bird's Nest Ice
6	Resnawati	32	Senior High School	2018	Melted Banana Chips
7	Sanainah	48	Junior High School	1990	Barabai Typical Pakasam
8	Pera Mustika	35	Senior High School	2018	Seblak Crackers
9	Rahmawati	45	Junior High School	2011	Wadai Ring
10	Siska Handayani	50	S1	2018	Milk Cake

Based on the table above, the types of MSMEs used by researchers can be focused on the culinary sector, which includes 10 MSMEs. It can be seen that the longest occurred in 1989 and the shortest in 2018, while the Covid-19 pandemic started in 2020.

Table 2. Impact of the Covid-19 Pandemic in Barabai District

No	Name	Impact of the Covid-19 Pandemic
1	Ria Farhrina	Before the pandemic, Ria produced up to 1,500 packs of dry noodles. Still, when the covid-19 pandemic hit, only 500 packs of dry noodles were sold, buyers who were usually busy were now quiet, and turnover decreased by 50%, experiencing obstacles in distribution.
2	Lea Hariayana	Experienced a decline in sales of up to 30% during the pandemic, only able to sell 20-30 packs per day, difficulties in capital, and soaring prices of production materials.
3	Latifah	Experiencing a lack of buyers before the covid-19 pandemic, Latifah could finish 35 large baking sheets daily. In contrast, during the Covid-19 pandemic, she could only complete 10 large baking trays per day.
4	Wahida	Experiencing a decline in buyers, before covid-19, she sold 100 packs of apam cakes per day. Still, when covid-19 hit, Wahidah experienced a decrease in sales, only being able to sell 30 packages per day.
5	Muhidin	Experienced a decline in sales of up to 40%. On normal days, bird's nest ice sold 50 packs per day, whereas during the pandemic, bird's nest ice only sold 20 packages per day.
6	Resnawati	Experienced a significant decline from a lack of buyers to a 40% decline in turnover.
7	Sanainah	Sanainah's pakasam could sell 6 kg per day on normal days, but when covid-19 hit, Pakasam only sold 1-3 kg per day.
8	Pera Mustika	The decline in sales turnover means that resellers who usually buy are now reduced by up to 40% from normal days.
9	Rahmawati	Experiencing a decline in buyers during the pandemic, the ring shop only sold 20 packs, whereas on normal days before covid-19 hit, the ring shop sold up to 50 packages a day.
10	Siska Handayani	Experiencing a decline in sales, the reduction in turnover reached 30%, and the price of materials for production processing, especially milk ingredients, has increased greatly.

Based on the results of the table above, it is known that culinary MSMEs in Barabai

District experienced the impact of covid-19 on average. There are no buyers, and income turnover decreases. The main ingredients for production increase, causing distribution problems and sales decline. The covid-19 pandemic has affected many SMEs in the Barabai region, so MSMEs are experiencing the same situation everywhere. Some are bankrupt and unable to sell due to lack of capital. Fortunately, the Barabai area still exists in many ways.

According to Setiawan, it was stated that as of 17 April 2020, the covid-19 pandemic had impacted approximately 37,000 MSMEs in the Ministry of Cooperatives and Small and Medium Enterprises.¹⁶ The epidemic is divided into four, namely the *first wave*, market decline due to little activity abroad as buyers. *Second*, capital constraints due to capital constraints caused by small trade. *Third*, product distribution barriers are due to certain areas' restrictions on product distribution movements. *Fourth*, difficulties related to resources because MSMEs depend on the availability of help from other companies.¹⁷

Of course, distance in social interactions in society affects the progress and growth of various regions, but this is a way to avoid the transmission of covid-19.¹⁸ Restrictions such as social distancing by maintaining a minimum distance of one meter when interacting has caused face-to-face learning in class to be abolished throughout the country and replaced with online schools. Many tourist attractions were closed, some roads leading to the city were closed, festivals or exhibitions were banned, and even cafes had to be closed. All this is done to prevent large crowds or gatherings of people in one place.

The impact of covid-19 caused the economy to slow down while consumer spending decreased.¹⁹ Apart from shops having to close to avoid crowds inviting the covid-19 virus, traders have lost their stalls due to social distancing.²⁰ Like it or not, we must take action against economic actors to avoid serious losses due to the steps taken to break the chain of transmission of covid-19. Apart from that, this will also discuss how MSMEs can continue their business in facing the global crisis caused by the pandemic.

Strategy for Culinary MSMEs to Survive During the Covid-19 Pandemic in Barabai District

According to Lestari, Improving the quality of goods and services has a positive and important effect on consumer satisfaction and loyalty in MSMEs. Therefore, during the covid-19 pandemic, entrepreneurs must pay attention to the positive aspects of their products and improve their quality to gain consumers' trust and maintain their loyalty.²¹

¹⁶ Dani Sugiri, "Menyelamatkan Usaha Mikro," 79.

¹⁷ Ibid.

¹⁸ "Infeksi Emerging," <https://infeksiemerging.kemkes.go.id/uncategorized/bagaimana-cara-mencegah-penularan-virus-corona>, accessed 4 January 2024.

¹⁹ Achmad Alfin, "Analisis Strategi UMKM dalam Menghadapi Krisis di Era Pandemi Covid-19," *Jurnal Inovasi Penelitian* 1, no. 8 (2021): 1547, <https://doi.org/10.47492/jip.v1i8.280>.

²⁰ Khofifah Nur Ihza, "Dampak Covid-19 Terhadap Usaha Mikro Kecil dan Menengah (UMKM): Studi Kasus UMKM Ikhwa Comp Desa Watesprojo, Kemlagi, Mojokerto," *Jurnal Inovasi Penelitian* 1, no. 7 (25 November 2020): 1328, <https://doi.org/10.47492/jip.v1i7.268>.

²¹ Suci Putri Lestari, "The Effect of Product Quality Toward Interest in Buying UMKM Products in Tasikmalaya City," *Jobs: Jurnal of Business Studies* 5, no. 2 (2019): 100.

Based on the previous data presentation results, it appears that MSME players in Barabai Regency have implemented several strategies by remaining active. Some have implemented promotions and even reduced sales rates to maintain MSMEs.

The strategy implemented by MSMEs in Barabai District is the same as that proposed by Hardilawati, which recommends several strategies to support MSMEs during the covid-19 pandemic.²² *First*, improvement of product and service quality. During the covid-19 pandemic, consumers use products and services cautiously, and consumer trust in the products and services sold by companies is decreasing. In addition, limiting customer purchases reduces the number of customer purchases. Therefore, MSME players must improve product quality to increase customer trust and effectively communicate product quality. The best product quality control can be carried out while maintaining product cleanliness and safety to improve product quality. Apart from that, MSME agents can regulate the product life cycle and packaging in such a way that they are currently marketed through online marketing. In this case, product safety still needs to be improved.

Second, digital marketing. Digital marketing has a positive and significant impact on income growth for MSMEs. 70% of creative entrepreneurs say digital marketing is their main marketing communications platform, and offline stores add to the convenience and ability of digital marketing to reach a wide range of consumer consumption.²³ There are various forms of digital marketing that MSMEs can use to market their products: focus on posting product videos and photos to social media accounts; easy access through social media, use Facebook Ads, Instagram Ads, Twitter Ads, Google Displays Network, etc., To reach consumers based on criteria Which have been determined; produce product promotional videos to post via social media platforms; involving customers in selecting goods, providing knowledge, and introducing the quality of goods on social media accounts. Utilize innovative language and use hashtags (#) to help customers find our business. This can increase brand awareness and influence customer purchasing decisions.

Third, customer relationship marketing (CRM). CRM is an understanding of the relationship between customers and vendors, which can be a reference in future business operations. With the help of CRM, MSME players can find customer loyalty so that the business they build runs well, know the quality of their products, and bring their business closer to customers so that they continue to trust each other or benefit from one another.²⁴ Entrepreneurs sometimes express concerns, and this also applies to product marketing. Examples of ways to build customer relationship marketing while creating empathy for this outbreak include improving hygiene through masks, offering free products and program offers to delivery personnel, and donating a portion of the proceeds from product sales for relief efforts. This method can also be used to build consumer trust and customer relationships. Therefore, during this pandemic, SMEs are not only thinking about themselves but also building relationships with the consumer market, showing concern and positive behavior from retailers.

²² Wan Laura Hardilawati, "Strategi Bertahan UMKM," 89-98.

²³ Andi Hendrawan, "Pengaruh Marketing Digital Terhadap Kinerja Penjualan Produk UMKM Asti Gauri di Kecamatan Bantarsari Cilacap," *Jurnal Administrasi dan Kesekretarisan* 4, no. 1 (2019): 59.

²⁴ Syavira Larasati and Sulisty Budi Utomo, "Strategi Customer Relationship Marketing Terhadap Loyalitas Pelanggan," *Jurnal Ilmu dan Riset Manajemen (JIRM)* 10, no. 5 (8 September 2021): 3.

Fourth, e-commerce. Sales immediately fell during the covid-19 outbreak, mainly because people stayed home. In addition, many MSMEs choose not to open branches or shops due to restrictions on working hours or critical social restrictions (PSBB) in several areas. One way for MSMEs to stay in business is through e-commerce to reach more consumers, increase their market share and increase e-commerce sales to expand their network.

By simply implementing product marketing and other retailer marketing techniques, these online stores can directly influence the relationships between businesses and retailers and their suppliers, customers and competitors. Several e-commerce websites for MSMEs in Indonesia include Shopee, Tokopedia, Bukalapak, OLX, Gojek and Lazada. Even after the pandemic subsides, new strategies must be developed, and business development will be the entrepreneur's job. Small businesses must be able to maintain the financial resources to fulfil their promises. The MSME sector most affected is food and beverage. During the covid-19 pandemic, the MSME sectors affected were food and drink, while the creative and agricultural industries were not included.²⁵

In the covid-19 era, many entrepreneurs have filed for bankruptcy and even closed their businesses permanently. But very few people can keep their businesses and operations running. In general, strategies for dealing with pandemic situations are similar for all types of businesses. Enjoy advertising on social media such as Facebook, Instagram, WhatsApp and websites. Many informants claimed to have created social media platforms for their business during the covid-19 pandemic. Entrepreneurs also often benefit from the introduction of discounts to sustain their business. And companies with very large numbers of employees are having to lay off to stay in business.

When the covid-19 outbreak broke out, many economic companies were declared bankrupt or even closed their businesses permanently. But many people have the same ability to sustain businesses and jobs. Overall, survival strategies during the pandemic are almost identical for all companies. For example, advertising on various social media such as Facebook, Instagram, WhatsApp and websites. Many MSME players admit they only created special social media accounts for their companies during the covid-19 pandemic. In addition, financial companies often use price reduction or discount strategies to continue their business.

Conclusion

MSMEs in Barabai District, Hulu Sungai Tengah Regency, have felt the impact of the covid-19 pandemic, including a lack of customers, a decrease in income turnover from 30% to 50%, an increase in manufacturing raw materials, which caused distribution problems, and a decrease in sales. MSME players in Barabai District, Hulu Sungai Tengah Regency implement strategies to improve product quality, improve service quality, use customer relationship marketing (CRM), and utilize technology. Ria Fahrina, Lea Hariayana, Latifah, Wahidah, Muhidin, Resnawati, Sanainah, Pera Mustika, Rahmawati, and Siska Handayani are MSME actors who are trying to improve the quality of products and services. Furthermore, Ria Fahrina, Wahidah, Muhidin, Sanainah, and Rahmawati are responsible for carrying out strategies in the

²⁵ Andi Amri, "Dampak Covid-19 Terhadap UMKM di Indonesia," *BRAND: Jurnal Ilmiah Manajemen Pemasaran* 2, no. 1 (29 June 2020): 126.

field of customer relationship marketing or building strong relationships with customers, while Ria Fahrina, Lea Hariayana, Wahidah, Muhidin, Resnawati and Pera Mustika carry out strategies for utilizing technology.

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