

DIGITAL MARKETING BUSINESS STRATEGY TO MSME PERFORMANCE IN THE INDUSTRIAL REVOLUTION 4.0 ERA

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Abstract: This research examines how digital marketing helps SMEs in the industrial era 4.0. Seeing the phenomenon that is currently growing rapidly in the world of SMEs is very interesting and unique, the strategy for SMEs with technology needs to be studied in depth, hence the need for this research to use a qualitative descriptive method. This research examines the actors in the clothing business (distribution). This survey covers six owners and staff distribution. Observation, documentation, and participant in-depth analysis of data. Based on the results of research that has been interpreted with relevant previous research, that apparel SMEs in the industrial era 4.0 require conventional to digital growth strategies. Tokped, Shopee, WhatsApp Business, and Instagram show that merchandise distortion has grown. Distortion works with small or independent bands with fans to create a selling environment. Distortion Merchandise band support pressure, goods and shipments, as well as buying and selling. On the other hand, Awesam is active in marketplaces and social media, from Tokped, Shopee, Lazada, Instagram, Tik Tok, and WhatsApp Business to the Awesam website which is at the top when it comes to “poor plain clothes”. One account can publish two to five stories a day with interesting material. Consumer privacy hinders digital marketing. Most internet shopkeepers mark pictures or make product offers to all clients without the owner’s consent. Customers sometimes get annoyed with the photos sent. The HR soft skills-technology balance is another issue to address.

Keywords: digital marketing, business strategy, MSME performance

INTRODUCTION

Major and fundamental changes occur in almost every area of life. Now, the way humans live and enjoy life is completely different from the previous eras. To some researchers, Fridayani & Chiang (2022); Geissinger et al. (2020); Ivanov & Dolgui (2021) this big and fundamental change is called the Industrial Revolution 4.0 era. In the era of the industrial revolution 4.0, change does not occur gradually like people climbing stairs. The change in that era was more like a volcanic explosion that destroyed

the old ecosystem and replaced it with a completely different new ecosystem. Geissinger et al. (2020); dan Salvador et al. (2019) stated that the era of the industrial revolution 4.0 is an era in which massive changes occur that changed newer business systems and orders. Industry 4.0 itself is mainly caused by new innovations and creativity. The Industrial Revolution 4.0 provides opportunities as well as challenges to every life, including business people. According to business actors are the victims who are most quickly affected, dozens of businesses in various well-established fields collapse in a short

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time due to the emergence of new competitors that were not foreseen before. Continuous innovation is not enough to make it survive the explosion of massive and unexpected change.

In this era of the industrial revolution 4.0, there are many problems, in almost all aspects of life, from local to national. One example is the country's economy which is not getting better for a long time (Hanoatubun, 2020; Hidayat et al., 2020). This is marked by the rising prices of basic commodities, the increase in unemployment caused by layoffs of employees, and the difficulty of finding workers (Pakpahan, 2020). To solve economic problems that exist in Indonesia, MSMEs are still an alternative solution to increasing the economic independence of local communities (Prasetyo, 2020; Sari & Kusumawati, 2022). MSMEs Micro, Small, and Medium Enterprises are considered a powerful engine for economic performance and development of most economies. This is per the statement of Cueto et al., (2022); Redjeki & Affandi, (2021); Suroso et al., (2021) which state that the industrial development policy authorities in most developing countries have realized the great contribution made by MSMEs to the achievement of sustainable local economic development and poverty alleviation through job creation. MSMEs are the driving force of the domestic economy and the largest absorber of labor in recent decades (Suhono et al., 2022). MSMEs, which are the pillars of national production, is facing shocks from the supply and demand sides, which can have implications for the decline in people's welfare, (Head of the Center for Economic Research, Indonesian Institute of Sciences, 2022). So the importance of improving the performance of MSMEs can be done immediately.

Performance is a series of management activities that provide an overview of the extent

to which the results have been achieved in carrying out their duties and responsibilities in public accountability, both in the form of successes and deficiencies that have occurred (Astadi et al., 2022; Suroso et al., 2021). Meanwhile, according to Redjeki & Affandi, (2021), the performance of the results of periodic determination of the operational effectiveness of the organization, its part of the organization, and its employees is based on predetermined targets, standards, and criteria. From some of the statements above, the research concludes that performance is an achievement achieved by an organization or entity in a certain accounting period which is measured by comparison with various standards. Based on this, the performance includes the level of achievement of results on the implementation of certain tasks. All MSMEs have the same goal, namely to have good performance, because it is an absolute requirement for the survival of MSMEs. With good MSME performance, MSMEs can play a role as the backbone of the national economy. Performance improvement in MSMEs is expected to be an evaluation for improving the quality of MSME products, being able to develop MSME production, and increasing skills for MSME members. This is in line with previous research conducted by Astadi et al. (2022); Setyawati et al. (2014); Suroso et al. (2021) stated that development factors greatly influence the production of MSMEs, meaning that the higher the productivity level, the higher MSME production will be. This is the need for a marketing strategy for SMEs.

When the performance situation of MSMEs slumps due to changes in the 4.0 industrial revolution era, business actors must be observant in making decisions. The right strategy is needed. The strategy will affect the life of the

organization in the long term, for at least five years. Furthermore, the results of Chen et al., (2008) state that strategy is a future action that guides top management decisions and company resources that many realize it. A different opinion from Subba Rao et al. (2007) states that the strategy has multifunctional or multidivisional consequences and in its formulation, it is necessary to consider internal and external factors faced by the company. Business strategies based on innovation have been developed and analyzed focusing on one dimension of innovation. Research results from (Olson et al., 2021) Strategy will affect organizational life in the long term, for at least five years. so the business environment in terms of dynamics and competitiveness as contingency factors that affect the effectiveness of various types of innovation strategies in terms of products and processes in delivering business performance.

MSMEs should develop new strategies that can keep pace with industrial developments. This needs to be done so that the business is occupied and can compete with new entrants who have already used advanced technology. Because not a few business actors are forced to go out of business due to not innovating and finding more creative business strategies. Entrepreneurs should start to actively learn and make updates related to technology. The results of Aulia (2021); da Silveira et al. (2021); Fan et al. (2021); Lynch et al. (2021); Ritz et al. (2019); Oberoi et al. (2021); Siagian et al. (2021); Subawa et al. (2020) concluded that in industrial changes, humans elaborate with information systems and technology, the main goal is to improve the quality of human resources. This is also supported in the research of Dong et al. (2020); Faling & Biesbroek, (2019); Tajvidi et al. (2021); Zhao et al. (2021) who states that

the use of digital in entrepreneurship will provide many positive benefits for Entrepreneurship Strategy, and can provide many conveniences in conducting entrepreneurial activities, such as ease of accessing information, network expansion and also to communicate.

The development of the digital economy has become a major force in transforming business activities, especially in the marketing process (Hidayat, 2020; Santoso, 2020; Soemari et al., 2020). One of the methods used for business competition today is marketing through social media marketing such as Whatsapps Business, Instagram Business, Lineat, and Facebook Business which was originally used for communication over time it was used as a professional application in business. In addition to social media marketing, in digital marketing, there are marketplaces such as open stalls, Shopee, Tokopedia, etc. The same thing is stated by Olson et al., (2021) who state that digital marketing itself is an activity in the world of marketing that includes branding a product using various web-based media such as blogs, websites, e-mail, Adwords, or social networks. While the results from Faling & Biesbroek (2019); Tajvidi et al. (2021); Zhao et al. (2021) Digital marketing is not only about internet marketing, but also about the use of the digital world that can have a positive impact on companies. Through the development of technology, many business people have begun to leave the traditional marketing model and switch to modern marketing based on digital technology because it is considered more effective and can reach consumers on a broad scale with various situations and conditions (Marketing et al., 2019; Olson et al., 2021).

Digital Marketing helps a lot in increasing social and economic activities. While the results

of research (Santoso, 2020) state that digital marketing has an important role as a media or supporting means to search for information and communicate precisely and accurately, including in the physical network of various globally connected computing devices. Digital marketing is one of the right strategies for actors to boost business value and existence in society. This is supported by Chaffey & Bosomworth, (2021) that Digital marketing is an interesting thing for business actors to develop, which is related to how efficient the use of this system is and the effect of increasing sales value and very significant company reputation.

The opinion of Johnson et al. (2019) The use of digital marketing is by having an online store where the process from product or service introduction to the ordering process is all through online media. The advantage of this system is that there is no need for direct contact between the seller and the buyer, but can be through a tool or gadget that has internet access. In its application, it is necessary to understand the pattern of optimal use of digital marketing systems by humans who run them. The convenience that is very beneficial for consumers and companies for their digital marketing strategy will have a positive impact on industrial development in this field, especially in the aspect of selling their products (Angelovska & Pulevska Ivanovska, 2019; Simicevic et al., 2013). In addition, there is also added value from the development of a maximum digital marketing system for a business actor. From various statements, it can be stated that digital marketing is the right strategy in the conditions of the industrial revolution 4.0.

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needed. The strategy will affect the life of the organization in the long term, for at least five years. Furthermore, the results of Chen et al. (2008) state that strategy is a future action that guides top management decisions and company resources that many realize it. A different opinion from Subba Rao et al. (2007) states that the strategy has multifunctional or multidivisional consequences and in its formulation, it is necessary to consider internal and external factors faced by the company. Business strategies based on innovation have been developed and analyzed focusing on one dimension of innovation. Research results from (Olson et al., 2021) Strategy will affect organizational life in the long term, for at least five years. so the business environment in terms of dynamics and competitiveness as contingency factors that affect the effectiveness of various types of innovation strategies in terms of products and processes in delivering business performance.

Furthermore, this digital marketing business strategy is being intensified by MSME actors, especially in the fashion sector, and distribution business. The beginning of distribution business first appeared in the city of Bandung, but now the distribution business is mushrooming in cities and regions throughout Indonesia, especially in big cities like Malang. There are quite a lot of distributions in the city of Malang, both distributions that have brands from outside the city of Malang or local brands of Malang itself. One of Malang's local distributions which are well known by many young people in Malang is Awesam Store. Awesam Store was founded by a young Malang, namely Fafi Fathurrohman in 2013, which means that it has been established for 8 years. Awesam Store already has 1 outlet in Malang district, 1 outlet in Batu city, and 3 outlets in Malang city and several outlets outside Malang city. Products

Awesam Store sells various clothing products including t-shirts, jackets, hoodies, sweaters, zippers and t-shirts, and polo.

Based on initial observations, Awesam Store is generally the same as distributions in Malang city in general which sell clothes and some accessories. However, there is a difference between Awesam Store and distributions in the city of Malang in general, namely selling clothes with plain characteristics. Unlike general distribution products that sell clothes using their screen printing creativity, Awesam Store carries the concept of “Back To Basic” and has the slogan “T-shirts for Arek Malang Polos”. Although most of them sell plain clothing products, some of their products also use screen printing on their clothes which still carries the “Back To Basic” theme and the screen printing is also simpler. Awesam Store utilizes social media that are much loved by consumers, namely Instagram and Facebook as a medium to introduce the latest products in their outlets and also sell their products to consumers.

Then a distribution called Distortion Merch since its inception in 2003, always innovating, not only innovating its product model but also innovating in aspects of marketing patterns and market segmentation. Distortion Merch is a brand that has a variety of fashion items of super quality, ranging from t-shirts, shirts, jackets, jeans, boxers, bags, and hats, to other accessories. All Distortion Merch products are not limited to only one gender, namely men, and one group, namely young people, but can also be used by adults who like the style of today’s youth. Distortion Merch’s products are a reflection of the idealism of its founder, which is creative, flexible, and reflects the development of today’s youth. So to always be close to their market, Distortion Merch always upgrades in various fields ranging from production sites,

and shops, to the use of developing technology. Distortion Merch makes good use of social media networks that are trending among consumers, starting from websites, Facebook, Twitter, Instagram, and WhatsApp. Distortion Merch was born in the city of Bandung and now has various branches throughout Indonesia, one of which is located at Griya Shanta, Blok. K Jl. Soekarno - Hatta No. 407, Mojolangu, Lowokwaru, Malang City, East Java 65142.

For researchers, Distortion Merch and Awesam Store are interesting to study because these two objects are considered to exist at the level of the distribution world with different concepts with the same use of digital marketing. In addition, Distortion Merch and Awesam Store are 2 well-known clothing brands. This is of course due to the large promotion network of Distortion Merch and Awesam Store. Based on the background described above, in this case, the researcher is interested in examining more deeply how the Distortion and Awesam Store digital strategies improve the performance of their products.

METHOD

Seeing the phenomenon that is currently growing rapidly in the world of SMEs is very interesting and unique, the strategies of SMEs with technology need to be studied in depth, hence the need for this research to use descriptive qualitative methods. This study uses a qualitative approach with the type of descriptive research, this study uses qualitative research intending to dig up facts about the application of digital marketing business strategies in improving the performance of MSMEs in the era of the industrial revolution 4.0. The researcher acts as the main instrument and data collector from the research location. In

the process of collecting data, researchers will make direct observations of the research location. In conducting observations, researchers will come several times and engage in fieldwork practices. This study took 2 sites, namely, Distortion Merch and Awesam Store in the city of Malang. A business unit engaged in the distribution of clothing and accessories. Selling ready-to-wear clothing ranging from pants, t-shirts, jackets, shirts, socks, bags, shoes, hats, and accessories.

In this study, informants were divided into two types, namely key informants and additional or supporting informants, which included key informants: (1) Awesam Shop Business Owner: Fafi Fathur Rochman; (2) Head of Distortion Merch Malang store: Rama Dio Saputra. The supporting informants: (1) Awesam Shop Admin Employees; (2) Awesam Store Employees; (3) Malang Distorsi Merchandise Admin Employees; (4) Malang Merchandise Shop Keepers Employees. This study uses data analysis in the Miles and Huberman field model. The data in this study were obtained through observation, interviews and documentation. In-depth interviews were conducted based on interview guidelines, interviews were conducted at different times and situations. Activities in data analysis are data reduction, data presentation, and drawing conclusions. To test the validity of the data collected, researchers will perform triangulation.

To explore relevant information, the researcher prepared a grid of interview questions for the research site. MSME actors (1) work experience, (2) getting to know the business, (3) obstacles in opening a business, (4) motivation for doing business, (5) reasons for choosing a clothing business, (6) vision, mission, and goals of opening a business, (7) swot analysis of the clothing convection business, (8) business

plan, (9) use of social media marketing, (10) use of market place, (11) business website, (12) constraints in using digital marketing, (13) solutions in overcoming obstacles, (14) strategy in developing digital marketing, (15) artist endorse product, (16) business income from digital marketing, (17) business income from offline. As for the supporting informants (1) work experience, (2) motivation to help distribution business, (3) order development, (4) involvement in distribution, (5) understanding the products being sold, (6) mastering social media marketing, (7) mastering business websites, (8) mastering the market place, (9) active in digital marketing, (10) constraints in using digital marketing, (11) solutions in overcoming obstacles, and (12) strategies in developing digital marketing.

RESULTS AND DISCUSSION

The strategy of Distortion Merch and Awesam Store in improving MSME Performance

A large company or business that is still developing must have a strategy to run its business because basically the purpose of a company is to provide satisfaction to every customer and other community in exchange for some profit. Marketing strategy is also a step in achieving the success of a company because of the marketing strategy created by the company. Machali et al. (2021); Prasetyo (2019), creativity has long been identified as an important component of entrepreneurship, because entrepreneurs must be able to recognize opportunities, generate ideas, and innovate.

Innovation in the distribution business increases product quality material breakthroughs and outside of the clothing business, my business principle, I must have another business at least 3 businesses running 1 business as my

monthly income, 1 business as my weekly income, and 1 business for income long term, so I want to open a business other than convection” (W/I/015/D.01).

It thus reflects management on what customers want, how they want it, and how the company can organize to meet those needs, get paid for it, and make a profit. Becker & Schmid (2020); Smith (2011); Vieira et al. (2019) stated that strategy will affect organizational life in the long term. The organizational structure of human resources is the basis for the advancement of a business, having a solid work team is not easy, as explained by the following informant.

Not too structural, only has a few work teams. I put 1 child in the store as customer service in charge of coordinating orders, designs, and money coming in. While 1 child is also on standby in the shop for finishing, packing, and pressing clothes, I focus on another 1 child for courier/mobile outside the shop (buying clothing materials, picking up, passing fabric from tailor to another tailor, from cutter to embroidery, from embroidery to tailors, or from cutters to screen printing workers, from screen printing workers to tailors, and finally to the shop for finishing. For tailors, cutters, and screen printing workers, my embroidery is only a partner with a wholesale system, paid at the end of every month” (W/III/014/FR.02).

“With the majority of human resources being considered millennials, my teammates and I are trying to follow trends that are developing in society which can be used as promotional media or just for business portfolios, such as custom t-shirts with unique words flavored with simple designs” (W/III/011/FR.02).

The strategy will affect the life of the organization in the long term, for at least five

years. so the business environment in terms of dynamics and competitiveness as contingency factors that affect the effectiveness of various types of innovation strategies in terms of products and processes in delivering business performance (Atikah et al., n.d.; Hidayat, 2020; Vickery et al., 1993; Zhu, 2019). Organizations need a sustainable competitive advantage to cope with change and to succeed, create, sustain and use competitive advantage through strategic management. There are several ways to develop and maintain this distribution business, as described below.

In terms of strengths Awesam already has its production site, adequate manpower, and a relatively fast process, in terms of weaknesses, the lack of advertising promotions, as the owner I sometimes go into production myself, the amount of operational costs is unexpected, then in terms of opportunity, sales through social media, relatively low prices from competitors, accepting orders covering all of Indonesia. Concerning threats, there are often problems with the increase in raw materials such as fabrics, and higher consumer demands” (W/III/011/FR.01).

“Of course, we have a business plan, in terms of the target market, we focus more on several universities and government agencies, for pricing we can use lower prices and provide cash back for large orders, in the future we want to use social media as a strategy and forum for spreading their wings like using endorsements and invite collaborations with one of the poor artists or celebgrams to support this business” (W/III/012/FR.02).

Maybe it is true that education affects structural programs, and business unit systems, the above explanation is a good SWOT analysis and business plan. Meanwhile, some sell with-

out knowing the analysis and business of the plant to be run. As explained in the following interview with the informant.

I think I need to go to Mas first to know the SWOT analysis hehe” (W/III/011/D.01).

Even though Distortion Merch lacks an understanding of SWOT analysis, it is still trying to innovate and develop its business, such as the strategy and results from primary data collection at Distortion Merch. Distortion has made various products related to clothing companies, including T-shirts (oblong, wangki, polo, raglan, long sleeve, sleeve, v-neck), pants (boxer, hotpants, short pant), jackets (sweatshirt, heads-up, blazer), cardigan etc), sandals, belts (vinyl, cotton), bags (backpack, handbag, shoulder bag, minibag, travel bag), merchandise (wallet, bracelet, pin, hat, etc).

The target market for Distortion Merch is general (all groups, aged 6 to 45 years. Most consumers are students or students who buy Distortion products. Special (all communities) can be from the independent band community or often called indie, the ordinary community at generally, distribution cooperation strategy for distribution is consignment, consignment system, distortion party offers 20% with shipping cost borne by distortion party & return fee borne by store as distribution product.

Distortion merch uses a digital marketing strategy to develop our business, especially during the pandemic, many business people have turned to digital to continue to sell their products (W/II/001/D.01).

During this pandemic period, we emphasize using a digital sales strategy because at the beginning of the pandemic the government implemented a PSBB policy and at that time people were advised not to leave their homes, so we changed sales that were pre-

viously through stores, now focused on selling via digital. (W/II/001/FR.02).

Meanwhile, the digital strategy implemented by Distortion Merch and Awesam Store is one of them is marketing and also selling through social media such as WhatsApp, Facebook, Instagram, Twitter, TikTok, and others. Based on some data collected from the metadata.co.id site, it can be seen that online shopping activities since the pandemic have increased rapidly compared to before the pandemic. Before the pandemic, 60.3% of young people stated that they had never made an online purchase or only 39.7% had ever shopped online. But during the pandemic, survey data shows that 100% of young people make online purchases. Rachmadewi et al. (2021) stated that the WhatsApp application is the most popular platform used by the people of Indonesia and the world today. Meanwhile, for the product sales process, they usually use other platforms as catalogs and also a means to process their product sales, such as through Shopee, Tokopedia, and Lazada.

We have several platforms in this distortion merch, but usually, the platforms for marketing the product and for selling the product are different. The marketing process usually focuses on doing it through social media such as WhatsApp, Instagram, and Facebook, while the sales transaction process focuses on the process through marketplaces such as Shopee, Lazada, and Tokopedia (W/II/001/D.01).

For online marketing, we do it on Facebook and Instagram, while for the sales process we have our website to display the catalog. In addition, we also sell in marketplaces such as Shopee (W/II/001/FR.02).

From several statements of informants and their relationship to theories and research re-

sults from experts, it can be concluded that in maintaining a business today, an expansion strategy from conventional to digitalization is needed. Although Distortion Merch does not have a special admin in digital marketing, Distortion Merch has tried to expand, as evidenced by the existence of several marketplaces such as Tokped, Shopee, and active on WhatsApp Business and Instagram social media. Distortion Merch relies more on the endorsed strategy of cooperating with local bands or can be called indie bands that have a lot of time so that the band brings a sales atmosphere. In addition to the endorsement of the band, Distortion Merch also prioritizes cooperation between merchants with consignments and buying and selling. It is different from Awesam, whose owner, Fafi, is an alumnus of the Department of Technology and Communication, an expert in digitalization, and does have a digital marketing admin. The results of the researchers' observations on various market places and Awesam social media, ranging from tokped, Shopee, Lazada, Instagram, Tik Tok, and WhatsApp Business to the Awesam website which is at the top rate when typing the keyword poor plain shirts, very active a day 1 account can post story 2-5 content, daily post feed with interesting content.

Supporting and Inhibiting Factors for Digital Marketing Distortion Merch and Awesam Store systems in the 4.0 Industrial Revolution era

From the data obtained through interviews conducted with these two store owners, there are several supporting factors and also inhibiting factors experienced by Distortion Merch and also Awesam stores to implement a digital marketing system in their business. The forms of SWOT analysis are as follows: strengths (1) having own production line; (2) having a guaranteed quality

that is maintained; (3) having good after-sales service; (4) product photos can be packaged to be attractive and unique; (5) can sell products up to throughout Indonesia to the world; (6) can make sales 24 hours anytime and anywhere; (7) buyers don't have to bother leaving the house when they are going to make purchases; (8) sellers don't need to spend a lot of operational costs and pay employee salaries. Weaknesses: (1) the digital marketing strategy is sometimes not well targeted; (2) the digital marketing strategy is managed less professionally and inconsistently; (3) often experiences problems with weak internet signals; (4) frequent purchase fraud; (5) limited admin skills and knowledge in managing social media; (6) many consumers are still low on digitalization, especially consumers with an age range of 40 years and over, making it difficult for them to shop online. Opportunities (1) Big digital opportunities are still very potential and wide that have not been reached both in the region and outside the region. Opportunities for collaboration with individual resellers or shops are still very open, both within the city and outside the city. (2) There is a great opportunity for the products offered to enter multi-segment, all ages, and economy classes. Threats: (1) strict competition in product quality offered by similar businesses; (2) stiff price competition with similar businesses both in the region and outside the region.

The results of observations on Distortion Merch show that beliefs form product and brand images, and people will act on these images. If some place beliefs are wrong and hinder purchases, the manufacturing company will launch a campaign to correct those beliefs. Most important to global marketers is the fact that buyers often maintain easily discernible beliefs about brands or products based on their country of origin. The inhibiting factor for demonstrative online-based marketing strate-

gies for Distortion Merch products originating from within the organization is the absence of special staff or employees who deal with demonstrative online-based marketing strategies, so the task of uploading photos, and updating new products is still carried out by Distortion owners and Awesam. As stated by Mas Dio as the owner of Distortion, as follows:

“There are no special staff or employees who deal with demonstrative online-based marketing strategies. There is a lot of competition so prices are usually compared to other online” (W/II/001/D.01).

To avoid these obstacles, distortion targets to avoid postings whose contents bring down or insult certain parties (such as business competitors, consumers, or other groups related to similar businesses). Since the account is registered in the name of the company it owns, Distortion avoids less useful postings. This is important because it will affect the consumer’s view of the company being run. This is proven by Awesam who feels that the supporting factor for a demonstrative online-based marketing strategy is the ease of use of the website. Because trust and risk affect purchase intention directly. Second, trust does not only have a direct effect on purchase intention, but also indirectly through perceived risks, benefits, and conveniences. Third, purchase intention guides all variables towards actual buying behavior. Related to online marketing, the risk factors include the risk of e-store sources, shipping, finance, products, shopping processes, privacy, and information suitability.

CONCLUSION

Based on the findings and research studies, it can be concluded that the current perfor-

mance of MSMEs needs an expansion strategy from conventional to digitalization. Although Distortion Merch does not have a special admin in digital marketing, Distortion Merch has tried to expand, as evidenced by the existence of several marketplaces such as Tokped, Shopee, and active on WhatsApp Business and Instagram social media. Distortion relies more on the endorsed strategy of cooperating with local bands or can be called indie bands that have a lot of time so that the band brings a sales atmosphere. In addition to the endorsement of the band, Distortion Merch also prioritizes cooperation between merchants with consignments and buying and selling. It is different from Awesam, whose owner, Fafi, is an alumnus of the Department of Technology and Communication, an expert in digitalization, and does have a digital marketing admin. The results of the researchers’ observations on various market places and Awesam social media, ranging from tokped, Shopee, Lazada, Instagram, Tik Tok, and WhatsApp Business to the Awesam website which is at the top rate when typing the keyword poor plain shirts, very active a day 1 account can post story 2–5 content, daily post feed with interesting content.

The most important thing in marketing products through digital marketing is the privacy of consumers. If this is negligent, it can be attacked by netizens and become an obstacle to digital marketing. Most online shop business people tag photos or send product offers to all customers without the owner’s permission. So it is common for customers to feel disturbed by the photos sent. Apart from these ethics, another obstacle that needs to be improved is the balance between HR soft skills and technological sophistication that continues to develop.

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