

INNOVATION AND CREATIVITY IN NEW NORMAL PHASE: A STUDY OF INDONESIA FIRMS RESPONSE TO COVID-19

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Abstract: The impact of COVID-19 greatly affects global economic development and threatens the survival of companies around the world. Every company is required to innovate for its survival, especially in the era of the Covid-19 pandemic, many companies experienced economic disruption and caused a very big crisis for the company. This study explores how companies in Indonesia innovate and be creative in marketing strategies. The purpose of this paper is to find out how to manage a creative and innovative business during the Covid-19 pandemic in the New Normal era, namely by adapting to digital businesses, such as utilizing online promotions by introducing products and services. In the era of 4.0, of course, digital takes a larger portion of life. Millennials and Generation Z are promising market shares for companies to respond successfully to similar crisis events in the future.

Keywords: Business, innovative, creative, and new normal

1. Introduction

The global disaster COVID-19 has had a significant negative impact on global economic development. In 2020, Indonesia's biggest impact will be investment, trade, transportation, and tourism. It is estimated that this situation will continue throughout 2020, starting from shortages of supply, the risk of unemployment, inflation, and a decline in almost all sectors. It is a must to have practical steps to reduce negative impacts in the fields of economy, business, and rapid innovation to create new behaviors to survive after Covid-19 (Septina, 2020). Researcher at the Institute of Development Economics and Finance (INDEF), Bhima Yudistira Adhinegara, projects that Indonesia's economic growth will be only 4.5 percent in 2020. This figure is lower than the projection by Moody's International rating agency, which estimates Indonesia's economic growth of 4.8 percent this year. (Kaunia, 2020) Previous research has shown that marketing innovation can help companies save risk (Naidoo, 2010). However, previous research on crisis management has focused more on topics such as organizational capabilities (Andreou, Karasamani, Louca, & Ehrlich, 2017; Parker & Ameen, 2018), corporate responses (Hale, Dulek, & Hale, 2005; Runyan, 2006). The findings of this study are undoubtedly significant for corporate crisis management, but marketing innovation, as an important form of innovation, has received less attention in research on crisis management, except for Naidoo (2010). Further analysis from Naidoo (2010) found that it focuses on expressing empirically the relationship between marketing

orientation, marketing innovation capabilities, competitive advantage, and company survival in the context of general economic crisis, and defined marketing innovation capabilities as an important increase in marketing terms. tactics (i.e. marketing mix) than in a marketing strategy perspective. Failure to identify a typology of marketing innovation strategy in crisis. Besides, it also fails to investigate how companies should design, select and implement appropriate marketing innovation strategies in response to the Covid-19 crisis in particular, which is very different from the general economic crisis in history.

In particular, during the Covid-19 crisis, consumer demand and purchasing behavior have fundamentally changed (Kantar, 2020a), which makes it much more significant for companies to rely on innovative marketing strategies to survive. For example, people should self-isolate at home and refuse physical contact to prevent infection; Therefore, companies should pay more attention to developing and strengthening their online business with rapid marketing innovation.

A marketing innovation strategy is defined as a company's commitment to engaging new or significantly improved marketing methods that enable companies to efficiently use their resources to meet customer demands and create superior customer value (Hunt & Morgan, 1995; Hurley & Hult, 1998; OECD, 2005). This study develops a typology of marketing innovation strategies for companies that are under crisis management in two dimensions: motivation for innovation and levels of collaborative innovation. In this typology, four marketing innovation strategies were identified as proactive responses to the COVID-19 crisis based on the successful experiences of companies in Indonesia. Besides, this study explores how companies should select and implement specific marketing innovation strategies appropriately based on in-depth analysis of the firm's external factors, internal advantages (i.e., dynamic capabilities and resource dependence), and their characteristics, which enriches the literature related to management. crisis. and provide new scenarios for research on marketing innovation.

This study begins with an overview of the dominant challenges faced by companies in the COVID-19 crisis and then develops a marketing innovation strategy that companies can choose from. Furthermore, this study analyzes how companies should choose. and implementing the right strategy. The study concludes with a discussion of theoretical and practical implications.

2. Literature Review

Inovasi dan kreativitas

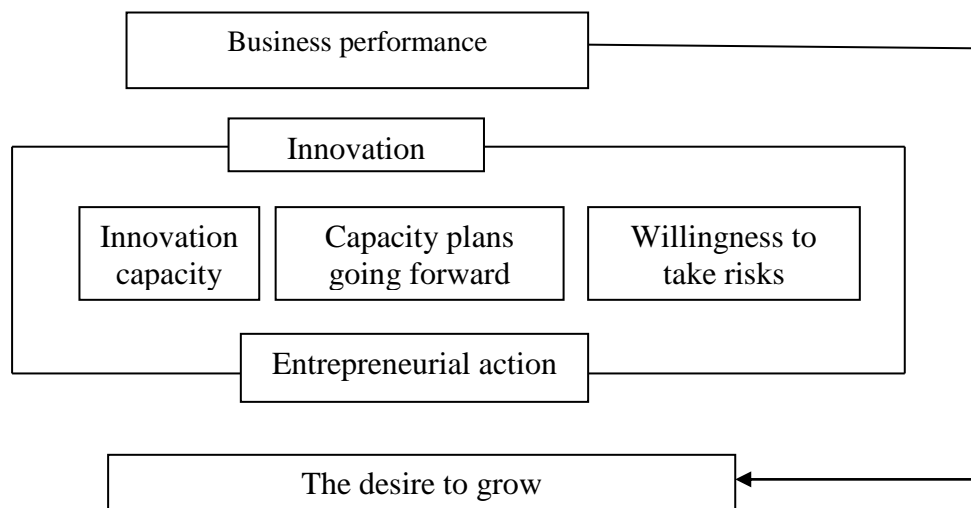
Larsdaen, P and Lewis, A, (2007) stated that one of the most important characteristics of entrepreneurs is their ability to innovate. Without innovation, the company will not last long. Customers will look for other products from other companies that they feel can satisfy their needs. This is due to the changing needs, wants, and demands of customers. Customers will not always consume the same products especially in the pandemic era like today. For this reason, continuous innovation is needed if the company wants to take it further. Companies can make innovations in the areas of product innovation (goods, services, ideas, and places), and management innovation (work processes, production processes, marketing finance, etc.). In carrying out innovation, it is necessary to pay attention to principles such as analyzing opportunities, what to do to satisfy opportunities, simple and directed, starting small, and leadership.

Hills (2008) defines innovation as an idea, practice, or object that is considered new by an individual or other user unit. Suryana (2003) innovation, namely: "as the ability to apply creativity to solve problems and opportunities to improve and enrich life".

Keeh, et.al (2007) explain that innovation is very important for the following reasons:

- Technology changes very rapidly with new products, processes, and new services from competitors, and this encourages entrepreneurial ventures to compete and succeed. What has to be done is to adapt to new technological innovations.
- The effect of environmental changes on the product life cycle is getting shorter, which means that old products or services must be replaced with new ones in a fast time, and this can happen because there is creative thinking that leads to innovation.
- Today's consumers are smarter and demand fulfillment. Expectations in meeting needs expect more in terms of quality, renewal, and price. Therefore, innovative skills are needed to satisfy consumer needs while retaining consumers as customers.
- With markets and technologies changing very rapidly, good ideas can be replicated even more easily, and this requires methods of using products, new and improved processes, and continuously faster services.
- Innovation can result in faster growth, increase market segments, and create a better corporate position.

Effective innovation must go through certain processes or stages so that the accompanying company policies can run according to the company's goals, namely obtaining maximum profit. The following is a schematic image of the Innovation process that the company will go through:



Sumber: Keeh, et.al (2007)

Figure 1. Innovation Process

Suryana (2003) states that creativity is: "Thinking something new". "Creativity is the ability to develop new ideas and to find new ways of solving problems in the face of opportunities". Creativity is a topic that is relevant not only for entrepreneurs who are just starting out but also for business and business activities in general. Creativity is an important source in creating competitiveness for all organizations that care about growth and change.

A. Roe in Frinces (2004) states that the requirements for a creative person are:

- Openness to experience (openness to experience).
- Observations see in a way that is usually done (observant seeing things in unusual ways).

- c. Curiosity. Tolerance of ambiguity (tolerance of opposites)
- d. Independence in judgments, thoughts, and actions (independence in judgment, thought and action)
- e. Requires and accepts autonomy (needing and assuming autonomy)
- f. Trust in yourself (self-reliance)
- g. Not being subject to group supervision (not being subject to group standard and control).
- h. Availability to take calculated risks (willing to take calculated risks).

The crisis literature has emphasized that companies need to find survival mechanisms (eg, Champion, 1999), and innovation capabilities are key mechanisms for organizational growth and renewal (Lawson & Samson, 2001). Especially in times of environmental turmoil such as natural crises, companies need to realize the need for innovation to fight damage (Danneels, 2002; Schumpeter, 1950). In the context of sudden disasters such as the COVID-19 crisis, technology innovation always requires a long research and development cycle (Bushee, 1998), while marketing innovation (compared to technological innovation) can be implemented relatively quickly to adapt to new and changing customer demands. Therefore, marketing innovation is an effective strategy for company survival during the COVID-19 crisis (Naidoo, 2010). Thus, the results of this study will identify and discuss appropriate marketing innovation strategies for Indonesian companies to provide access to consumers more effectively and stimulate more consumption and will provide valuable insights for companies to survive and recover from the COVID-19 crisis.

2. Method

The research method used is a descriptive qualitative method, using secondary data sources from research results, references, and online news related to the constraints and consequences of the COVID-19 pandemic on the Company's business activities in Indonesia.

This research uses a qualitative research approach where qualitative research is research that uses a natural background and is carried out to interpret existing phenomena and is carried out by involving various existing methods, while the methods used are interviews, observation, and document utilization.

Qualitative research is carried out to build knowledge through understanding and discovery. A qualitative research approach is a process of research and understanding based on methods that investigate social phenomena and human problems. In this study, the researcher creates a complex picture, examines phenomena, reports in detail, and conducts studies in natural situations.

Data collection techniques use documentation techniques as a way for researchers to collect data from various reference sources. The type of data is secondary data, both in the form of qualitative and quantitative data from journals and online news. Secondary data is data that refers to information collected from existing sources. Secondary data sources are company records or documentation, government documentation or government publications, industry analysis by media, websites, and others (Uma Sekaran, 2011).

3. Result and Discussion

The prevention of the spread of the Covid-19 pandemic, which is accompanied by the Indonesian Government's policy of imposing work from home (WFH), social distance and physical distance, and the application of large-scale social restrictions (PSBB) based on existing data shows a reduction in several business activities such as in the central government. trade center, trade activities in the micro, small and medium sector (UMKM), education activities, tourism, hospitality, transportation, and various other business activities.

The COVID-19 pandemic has caused tourists to come to Indonesia to decline. Supporting sectors for tourism, namely restaurants, hotels, and retailers, have also been affected by the COVID-19 pandemic. Hotel profits have decreased by up to 40%, which has an impact on hotel operations and threatens its business continuity.

The consequence of the call for the closure of shopping centers and social distances is the reduced number of shops or outlets opened, shop opening hours, and the number of consumers visiting. This has an impact on three sides, namely first for trading business actors (including micro and small businesses), second, consumers, and thirdly for property owners such as shop/mall/plaza owners.

In the trading business (commerce) the trend of using E-commerce by business actors and their interactions with suppliers is finding momentum that is more ready for business actors who have existed earlier in using the marketplace and new momentum for business people who are just starting to use e-commerce. In the case of micro-merchants such as traders who open street vendors and mobile vendors (sellers of herbs, vegetables, food, drinks) when the concern for Covid-19 increases, it will be affected by visits and orders from consumers. On the consumer side, the trend of online shopping (online shopping) is increasing accompanied by the use of a wide selection of applications offered by marketplace platform vendors and shopping sites. Several marketplaces such as Bukalapak, BliBli, Lazada, Shopee, Tokopedia, etc.

Development of the Company's innovation and creativity strategy during Covid-19

According to Kantar's market research, consumer consumption attitudes have tended to be more conservative in the aftermath of the COVID-19 outbreak and they prefer to reduce unnecessary spending (Kantar, 2020a), which resulted in a sharp decline in corporate revenues in the first quarter of 2020. Covid-19 made companies with quickly discard old industrial practices and create new ones to stay afloat. In doing so, it has created the long-awaited update that a digital system ready to implement. Companies must accelerate strategies to new operational realities by using virtual and digital which are now being predicted to solve various business problems during the pandemic. The process of digitizing a business that was successfully implemented during the crisis or the New Normal era will have serious effects in the future. Consumers and owners will have the benefit of new business practices so that the business can stay afloat.

In the era of the COVID 19 pandemic, many employees have been laid off, so employees who have lost their jobs need to innovate and be creative that can generate money for their survival by digitizing in the new normal era which has led to various types of creative businesses (Ferdiani, 2019), namely:

1. Web developer can be a digital business opportunity.

This is because this business is very promising, considering that the internet is increasingly penetrating in all areas of life. Many need a web developer ranging from e-commerce, educational institutions, companies, expeditions, and governments. If you have special skills in the IT field, then you should try business in the web developer field. The ability to design a website and maintain its security can be your capital to start a business as a Freelance Developer.

2. Blogger

If you have a hobby in writing, you must try this type of creative business in the digital era. Nowadays, people prefer to find information by surfing in cyberspace. This makes a great cake. Make content that is interesting and creative according to the interests you have. You can choose to become a food blogger, fashion blogger, and many more. If you are confused about starting a blog, then you have to create a website first. After that, you

have to determine the domain name that will be the site address. Don't forget to buy hosting which is very useful for storing data on the internet. Choose a hosting provider at a price that fits your budget.

3. Graphic Design

Graphic design services have great prospects. There are very many enthusiasts for this design service. Usually, users of this design service need an attractive appearance to attract the attention of consumers. You can start marketing your services at Sribulancer. Don't miss creating an online portfolio to make it more accessible to many people.

4. Become a Content Provider

Content providers are needed on some freelance websites. The content that is usually needed is in the form of articles, videos, images, and much other interesting content. This content is needed to be able to support and maximize traffic from your website or blog.

5. Youtuber

The more viewers who see the video, the greater the income you get from this Youtuber job, especially if you have a lot of subscribers. If there are many subscribers, then you will get paid regularly every month from Youtube. Being a Youtuber can be your main job because this job can be a permanent job that can make you money every month.

6. Creating an Online Library

You can create an online library to earn income. You can provide useful information and be able to attract people to become members of your online library. Income can be obtained from subscription fees that have been set by the members.

7. Create an Online Store

Before the world of the internet had developed rapidly as it is today, the market might be one of the places to sell. However, selling online is a type of creative business in today's digital era. In today's digital era, selling online is a business that has a lot of enthusiasts. Because business with this online shop can be done anywhere, you can open an online store via Facebook, Instagram, Bukalapak, Tokopedia, and many more. This online shop will later become your stall to be able to sell all kinds of items that you want to sell. You can create an online shop for free on several social media.

8. Become an Android Developer

Is a very promising business opportunity in today's digital era. not a few of the younger generations are engaged in this business. In the application development process, it is not easy, but if you continue to be active in learning, then you can become a professional Android developer.

Online Platform Business Innovation

Covid-19 as one of the incidents whose existence is in the external environment is relatively uncontrollable or outside the company's control. Based on secondary data obtained during the study period, it appears that COVID 19 has an impact on the internal environment of business entities. COVID 19 has an impact on conventional patterns of business activity in the fields of marketing, finance, human resources, and operations. Some companies that pay attention to market trends and product innovation are trying to adapt to online applications.

The contraction and slowdown in the economy were part of the decline in the volume of transactions for various businesses. There are several types of businesses that relatively survive and can grow in the conditions of the Covid-19 pandemic, such as MSMEs which shift production to health products such as masks and hand sanitizers, this is considered in line with efforts to gain competitive advantage through product innovation and orientation to the dynamics of market needs and desires. Various innovations can be applied to various

forms of business interaction. Interactions in the business world can be in the form of a B2B (Business to Business) model where business transactions occur between business people and other business actors, B2C (Business to Consumer) business that is carried out by producers to consumers directly, C2C (Consumer To Consumer) business interactions are carried out by individuals (consumers) to other individuals (consumers), C2B (Consumer to Business) is a business model where consumers (individuals) create and shape value for business processes, B2G (Business to Government) this process occurs between business people and government agencies, G2C (Government to Consumer) is an interaction between the government and the public as consumers. MSME entrepreneurs, especially micro and small businesses, need to take advantage of the momentum of Covid-19 as a step to quickly adjust themselves by developing product innovations following market demand trends accompanied by adjustments to e-commerce and online applications.

Strategy in the COVID-19 crisis.

In terms of the external environment, when companies are severely affected by the COVID-19 crisis, such as companies whose offline businesses take up a large percentage, this strategy can be used by innovating existing businesses to reduce the big impact of the crisis (Du, 2018). About internal profits, because this marketing innovation strategy relies on the company's resources and capabilities, this strategy is suitable for companies with relatively lower dependence on external resources (Gandia & Gardet, 2019) and stronger reconfiguration capabilities, which refers to on improving and operating existing business timing through the transformation and reconfiguration of resources within the organization (Bowman & Ambrosini, 2003; Makkonen, Pohjola, Olkkonen, & Koponen, 2014).

A proactive strategy in the COVID-19 crisis. From an external environmental perspective, companies that are less affected by the COVID-19 crisis, such as some Internet companies focused on online business, can adopt this particular strategy. As far as internal excellence is concerned, this marketing innovation strategy is suitable for business innovation with low dependence on external resources (Gandia & Gardet, 2019). This means that companies can independently develop new businesses by prioritizing new requests from existing customers during COVID-19 crises. Companies that choose this strategy must have a strong ability to integrate their resources from their existing customer base (i.e., reconfiguration capabilities) (Bowman & Ambrosini, 2003; Makkonen et al., 2014) to design and launch their new business more effectively.

Collective strategy in the COVID-19 crisis. In terms of the external environment, companies that were severely affected during the COVID-19 crisis could also consider this strategy. However, when choosing between a responsive strategy and a collective strategy, companies need to consider two factors. On the one hand, about internal, collective gain. strategy is much more suitable for business innovation that is highly resource-dependent external. Due to the limited resources and capacity of these companies, they have to develop their new business through collaboration with external companies to create collective value as a system (Gandia & Gardet, 2019; Lusch, Vargo, & Tanniru, 2010). Besides, companies that choose this particular strategy need to take advantage of existing resources and capabilities, which involves integrating the profits from their initial business into a new business (Makkonen et al., 2014). On the other hand, the consumption scenario of the original supply provided by firms also influences their choice. For companies whose main products cannot be made available online, it will be more suitable for them to choose a collective strategy to achieve business innovation.

Partnership strategy in the COVID-19 crisis. From an external environmental perspective,

companies that were less affected during the COVID-19 crisis could adopt this particular strategy as an alternative. Both proactive and partnership strategies can be applied to companies providing offers that cater to online consumption scenarios. However, when choosing between these two strategies, companies need to consider their internal advantages. Unlike a proactive strategy, a partnership strategy is suitable for companies that lack the internal resources to develop new business independently. More precisely, because of the resource constraints associated with developing new businesses, companies must look for potential partners whose businesses complement their businesses and rely on complementary resources from external partners to develop new business and expand their customer base. By adopting this strategy, the company must have a stronger average capability, which refers to the utilization of original business resources to provide sufficient support for new business development (Makkonen et al., 2014). Thus, through cooperation, companies can provide new offerings to existing customers and further expand their customer base by leveraging the complementary resources of their partners.

When implementing this strategy, companies must develop new offerings through complementary collaborations with other companies. This kind of collaborative innovation takes full advantage of the advantages of the two partnering companies to achieve a win-win situation for all stakeholders (Huang & Yu, 2011). Taking Tik Tok as an example, the company implemented this strategy well during the COVID-19 crisis. Tik Tok is a social media platform that provides short video services and lives streaming to users and mainly relies on user-generated content to increase the number of users (Sohu, 2019). Under current resource constraints, to take advantage of new marketing opportunities based on increasing demand for online services, Tik Tok collects various life services resources, such as exhibitions, films, and education, on its platform with the advantages of its platform and acquires more new users. (199IT, 2020). Besides, the companies that are working with Tik Tok have improved their performance, thereby reducing the negative impact of the COVID-19 crisis on these companies (Sohu, 2020).

The strategies identified in this study are based on improving the marketing innovation practices of Indonesian companies during the COVID-19 crisis. A company can operate multiple businesses at the same time. Therefore, when choosing a specific marketing innovation strategy, companies can adopt a specific strategy or a combination of strategies to tackle the COVID-19 crisis.

4. Conclusions

The Covid-19 pandemic, which is a non-natural disaster, is one of the factors in the external environment that has an impact on reducing conventional (offline) business activities but can leverage innovative business activities based on online platforms. The impact of COVID-19 not only disrupts Indonesia's export and import sectors but also attacks the trade sector, namely from decreased tax revenue. The impact of the COVID-19 pandemic has resulted in low investor sentiment towards the market which in turn has led to a negative trend. Strategic fiscal and monetary measures are needed to provide economic stimulus. As the COVID-19 pandemic case develops, the market fluctuates more in a negative direction.

Business fields that were hampered by development and even experienced a decline during the Covid-19 pandemic were public transportation, tourism, hotels, shopping centers, and offline trading that only focused on direct consumer visits. Business activities that can still survive and serve consumers (through adjusting service interaction models using online application platforms) are education, retail for necessities, online goods delivery business,

especially for delivering food/beverages and necessities. Business activities that develop during a pandemic are telecommunications, online platform providers/vendors, pharmaceuticals, health products through customizing online-based business platforms.

Limitations of Research by exploring and identifying corporate marketing innovation strategies in Indonesia during the COVID-19 crisis, this article combines crisis management with marketing innovation theory to show that marketing innovation can help companies in the COVID-19 crisis survive and recover based on in-depth case analysis. However, there is no empirical test for our conclusions. Future empirical studies are needed to test and extend the findings of this study. Second, to gain a more comprehensive and in-depth understanding of crisis management during the COVID-19 crisis, future research should pay more attention to the generalization of the findings of this study by exploring the possible effects of institutional systems and the cultural characteristics of the host country. . Finally, this study focuses only on how marketing innovation strategies contribute to the survival and growth of companies in crisis management. Future research should further explore the combined effects of other functional innovation strategies, such as human resource management, financial management, operations management, and information management, with marketing innovation to build a holistic framework to guide companies in surviving future crises.

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