

## Marketing Strategy for Cibaduyut UKM Craftsmen Shoes During the Covid-19 Pandemic

Rizqi Muttaqin<sup>1</sup>, Denny Saputera<sup>2</sup>, Rina Ariyanthi Dewi<sup>3</sup>,  
Dwi Fauziansyah Moenardy<sup>4</sup>, Rizal Budi Santoso<sup>5\*</sup>, Gilang Nur Alam<sup>6</sup>

[budi.santoso@widyatama.ac.id](mailto:budi.santoso@widyatama.ac.id)<sup>5\*</sup>

Universitas Widyatama<sup>1,2,3,4,5\*</sup>, Jl. Cikutra, Cibeunying Kidul, Kota Bandung, Jawa Barat, Indonesia  
Universitas Padjadjaran<sup>6</sup>, Jl. Raya Bandung Sumedang, Jatinangor, Sumedang, Jawa Barat, Indonesia

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### ABSTRACT

This article aims to explain the marketing strategy for MSME shoemakers in the Cibaduyut area during the Covid-19 pandemic. The purpose of this study was to determine the effect of the Covid-19 pandemic on MSMEs shoe craftsmen in the Cibaduyut area and the efforts of these MSMEs in utilizing digital platforms to maintain their business during the Covid-19 pandemic. The research method uses qualitative methods through interviews and observation as well as literature and data reduction. This research shows the challenges faced by MSMEs in utilizing digital platforms and provides recommendations for improving marketing strategies so that MSMEs can utilize digital platforms more effectively.

**Keywords** : Cibaduyut; Mix Marketing; MSME; Shoemakers; Marketing Strategy

### ABSTRAK

*Artikel ini bertujuan untuk menjelaskan strategi pemasaran UMKM pembuat sepatu di kawasan Cibaduyut di masa pandemi Covid-19. Tujuan penelitian ini adalah mengetahui pengaruh pandemi Covid-19 terhadap UMKM pengrajin sepatu di kawasan Cibaduyut dan upaya UMKM tersebut dalam memanfaatkan platform digital untuk mempertahankan usahanya selama pandemi Covid-19. Metode penelitian menggunakan metode kualitatif melalui wawancara dan observasi serta studi pustaka dan reduksi data. Penelitian ini menunjukkan tantangan yang dihadapi oleh UMKM dalam memanfaatkan platform digital dan memberikan rekomendasi untuk meningkatkan strategi pemasaran agar UMKM dapat memanfaatkan platform digital dengan lebih efektif.*

**Kata Kunci** : Cibaduyut; Mix Marketing; Pengrajin Sepatu; Strategi Pemasaran; UMKM

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## INTRODUCTION

The Covid-19 pandemic has made micro, small and medium enterprises (MSMEs) worry about substantial changes in market dynamics before, during and after the Covid-19 pandemic. This is a major concern for MSME shoe craftsmen in the Cibaduyut area, Bandung, West Java, because it will impact the sustainability of their business.

MSMEs, also called micro, small and medium enterprises, are commercial businesses run by persons or business entities that meet the requirements for small or micro-enterprises. According to the definition, the criteria for MSME can be differentiated, including those from micro, small and medium enterprises. With this categorization, the government hopes that micro, small and medium enterprises (MSMEs) can contribute to national economic growth, including forming regional companies that focus on the market and its potential.

As a result of the Covid-19 pandemic, the government implemented a policy known as Limiting the Implementation of Community Activities (abbreviated as PPKM) to break the chain that causes a decline in national economic performance, which in turn causes a decrease in national economic performance and a decrease in the number of consumers (Nasruddin & Haq, 2020). This is because, during the pandemic, people hesitated to shop directly at the store for fear of contracting Covid-19. People prefer to buy from the comfort of their homes or online instead of going to traditional stores. To help MSMEs remain productive during a pandemic, Masduki (2020) asks for cooperation from the public through the Internet and various social media websites, which are the proper steps to introduce MSME goods to various regions in Indonesia and abroad. However, a strategy is needed so that these goods can become product advantages besides online sales (Rumata, V. M., & Sastrosubroto, A. S, 2016).

With technological developments during the Covid-19 pandemic, as many as 28% of MSMEs in Indonesia stated that they would not have survived during the pandemic if it were not for digital platforms. Even though MSMEs use an average of 2 types of digital platforms, profitability is still a top priority. Digital financial services are also an essential supporting sector. As many as 98% of MSMEs now accept digital payments and 59% use digital loan solutions. Many MSMEs also use digital solutions to interact with their customers, with 69% planning to increase their use of digital marketing solutions in the next five years (Schumacher, A., Sihh, W., & Erol, S, 2016).

MSME shoe craftsmen in the Cibaduyut area, Bandung, West Java, also utilized digital platforms to continue their business during the Covid-19 pandemic. However, even so, many shoe craftsmen MSMEs in the Cibaduyut area still need help to use this digital platform effectively. According to Dwijayanti & Pramesti (2021), to expand sales reach during the Covid-19 pandemic, a creative online platform was used to create ideas. According to Arfani, R. N., Hapsari, M., & Perdana, P. (2020), there are still MSME actors who need to be literate about technological developments, even to survive in the pandemic era, MSMEs must enter the digital world. On this basis, the marketing strategy is important in utilizing digital platforms for shoe craftsmen MSMEs in the Cibaduyut area.

Production and sales growth in Cibaduyut, Bandung, as a shoe leather centre, is increasingly fading, based on sources from CNBC Indonesia, many business people and traders have been forced to go out of business due to decreased sales due to the impact of the unfavourable economy during the spread of the Covid-19 pandemic which resulted in a decline market demand, the slowdown in world economic turnover and the continuing decline in demand and orders for products at the leather centre in Cibaduyut. Traders and

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entrepreneurs decide to close their shops because the sales results are not proportional to the capital spent.

Research discussing marketing strategies carried out by MSMEs has been carried out a lot, especially shoe craftsmen MSMEs in the Cibaduyut area, Bandung, West Java, one of which is by Istifhama (2017), who describes the practice of marketing mix strategies as a new method of marketing their products based on Islamic perspective. Wulandari (2017) states, Direct communication marketing carried out by pharmaceutical companies focuses on social networks, where networks must be built from the start by approaching doctors personally. Mandasari *et al.* (2019), the marketing mix strategy is an effort to market its products by prioritizing product quality and characteristics, which in this context are Magenda batik products from Bondowoso Regency. Khoiri Abdi & Febriyanti (2020), Marketing strategies through the creative economy are carried out through segmentation, targeting and positioning approaches to attract visitor interest. Sulistiyawati & Widayani (2020), the Shopee marketplace as a medium for sales promotion in UMKM Sambel Pecel and Bumbu Gado-Gado Kuncit, Blitar City, but even so it has not been able to be fully utilized. Triana & Retnosary (2020) explained that digital marketing / viral marketing is the development of a marketing model carried out through social media. Ismail *et al.* (2021) argue that the use of digital technology by the Margomulyo Samboja Village aims to increase the motivation and innovation of MSMEs amid the Covid-19 pandemic and reduce barriers to information dissemination. Suprayogi *et al.* (2021), Knowledge of Technology can increase Productivity;

The difference between this previous research and this research is the object of research in the form of a marketing strategy carried out by MSME shoe craftsmen in the Cibaduyut area, Bandung, West Java, during the Covid-19 pandemic. This research observes that the crisis caused by the Covid-19 pandemic has impacted shoe sales in Cibaduyut, forcing MSMEs in Cibaduyut to develop marketing to reach buyers. On this basis, this research examines the marketing strategy of MSME shoe craftsmen in the Cibaduyut area, Bandung, West Java, amid the Covid-19 pandemic. As we know, the crisis caused by the Covid-19 pandemic put pressure on MSMEs for shoe craftsmen in the Cibaduyut area to continue to survive, so it became necessary for MSMEs to implement a marketing strategy for their MSME products.

UMKM shoe craftsmen in the Cibaduyut area who were able to adapt by implementing a mixed marketing strategy during the Covid-19 pandemic crisis became a novelty in research compared to the previous studies above. UMKM shoe craftsmen in the Cibaduyut area must launch marketing innovations in selling their shoe products to reach more buyers. As we know, during a pandemic, the government imposed restrictions on community activities and hampered buying and selling activities. The development of technology during the pandemic gave hope for MSMEs to sell their products. This is what should be utilized by MSME shoe craftsmen in Cibaduyut to be able to carry out marketing innovations through the use of technology. Based on this, a research question has arisen, which seeks to be answered in the form of "What was the marketing strategy used by MSMEs of shoe craftsmen in the Cibaduyut area, Bandung, West Java during the Covid-19 pandemic?"

To answer the research questions posed, this paper uses the marketing mix concept as an analytical tool. In general, there have been several attempts at defining what it is. The marketing mix is the collection of different marketing elements mixed in a certain way and managed by companies to get the desired reaction from their target market. The expression "marketing mix" can also refer to the set of activities or tactics used by

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companies in the process of advertising the services or goods they offer in the market. In the mid-20th century, Neil Borden (1984), whom James Cullington's thinking had influenced, was the first to propose the idea of the marketing mix. The original formulation of this marketing idea is referred to as the "4P marketing concept", and its main components are product first, in which those who are in the business world and in charge of designing a product have the responsibility to determine in advance whether the product will meet market demand or not. In addition, the products being marketed must be able to provide solutions to the problems faced by customers, which is the target market. Then being able to sell anything, whether it is commodities, services, digital products, or traditional goods, is what the phrase "owning a product" means for a company.

Second, the price of a product is the amount of money that an ideal consumer must pay to obtain or use the goods being sold. When deciding what price to pay for a product, the customer's estimate of the item's total value is one factor. When the price of a product is low, it is available to more customers, but when the price is high, it attracts customers who seek exclusivity in their shopping experience. The basic idea is that the amount decided for the price must be higher than the amount issued for production. Given that pricing will determine a company's earnings and ability to continue operations, this should be considered. In addition, the customer's perception of the goods sold will be influenced by the asking price.

Third, a place that defines an area where consumers can find, use, have access to, or buy the goods provided. Currently, place components can be physical locations, such as shops, offices, factories or warehouses, and digital forms, such as social media, online marketplaces, websites, and other platforms. Historically, the place could only refer to a specific geographical location or region. When deciding where to open a store, entrepreneurs need to consider the geographic location of their ideal customers, including potential buyers and consumers. This means that having a strategic geographical location to sell products to get profit margins will depend on the speed with which the product reaches the point of sale, the more likely it is to satisfy customers and increase brand loyalty. If a company plans to sell its goods online, it must carefully assess which platforms are most frequently used by the customers or buyers they wish to attract. Hence, the Place factor is significant in ensuring the competitiveness of your product in the market.

Fourth, promotion Now is the time to carry out a promotion plan after the business actor determines the product, price and location of the transaction. Promotion or promotion is a means to advertise an item to reach the target market and generate sales. This can be achieved through the use of various marketing strategies. Advertising can take many forms, including catalogues, billboards, brochures, and television commercials. On the other hand, due to technological advances, many businesses have decided to adopt digital marketing techniques, such as using social media, websites, pay-per-click advertising or several other methods. The hypothesis in this study is [H1] Technology mastery factors affect marketing innovation for Cibaduyut shoe products; [H2] Product quality factors that are not good affect the interest of buyers to buy Cibaduyut shoes; [H3] The lack of experts affects the quality of the Cibaduyut shoe products produced.

## RESEARCH METHODS

This study uses qualitative methods, techniques or strategies for data collection and analysis relying on the collection and analysis of non-numeric data. According to Lamont

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(2015), qualitative methods are used to understand better how we perceive the world around us and thus require us to focus on the meanings and processes that shape current conditions. The research model uses a descriptive research model that seeks to explain a symptom, event, and event that is happening at present, where the researcher tries to get a description of the events that happened and then describes them as they are (Patton, 2015:108).

The data collection technique used in this study is a literature study on scientific journals, books, reports, print media and data publications, with internet-based searches related to marketing mix theory and data regarding marketing strategies carried out by shoe craftsmen MSMEs in Cibaduyut, Bandung West Java. The analysis technique in this article uses SWOT analysis with the stages of identifying strengths, weaknesses, opportunities and threats, analyzing the information collected and identifying key findings and insights that can be used to develop marketing strategies. The importance of SWOT analysis for developing a marketing strategy for MSMEs in Cibaduyut shoe craftsmen during the Covid-19 pandemic is to provide a structured approach to analyze internal and external factors that can influence a company's success.

## **RESEARCH RESULTS AND DISCUSSION**

### **History and Development of the Cibaduyut Shoe Creative Industry Center**

The Cibaduyut Shoe Center has been operating continuously since 1920. Historically, the shoe centre was founded by a group of community members who now regularly work in a shoe factory in Bandung. The artisans who had gained experience in shoemaking in their present factory and were motivated by sheer determination embarked on the adventure of opening a modest shoemaking company in their own homes with the help of their family members. As it turned out, the shoes were selling well enough that artisans started hiring people from the local community to work on the production lines. In conclusion, the ability to make shoes developed throughout the Cibaduyut area and has been passed down from one generation to the next until today (Ramadanu, Haryatiningsih, & Haviz, 2016:30-31).

The Cibaduyut shoe centre exists because of several complementary industries, such as 152 shoe stores, four trading centres, 38 raw material stores, eight rough reference industries, three equipment and spare parts industries, 15 packaging industries, and five rubber sole industrial units. In 1977 and 1978, the Cibaduyut Shoe Industry Center received attention from the Indonesian government through the Ministry of Industry and the Research Institute for Education, Information, Economics and Social Affairs (LP3ES). The government built a Technical Service Unit (UPT) to help artisans. In 1989, UPT built a kiosk to facilitate orders from customers outside the city and province and make it easier for craftsmen to contact raw material suppliers (Sumambar, 2018:62-63).

In the 1990s, the Indonesian Ministry of Trade collaborated with PT. Pos Indonesia to increase the effectiveness of distribution services. With this approach, it is easier for artisans and business owners to fulfil shoe orders placed with customers from outside the area. During this period, the working areas of the artisans grew to include Sukamenak Village and Cangkuang Village, both of which are located in Kab. Bandung (Quoted from the Profile of Cibaduyut Shoes/Footwear IKM Centers) (Sumambar, 2018:64).

In developing the shoe industry center for MSME players in Cibaduyut, various investments have been made for the development of the Cibaduyut shoe industry, as shown in Table 1.

**Table 1. Investment for MSME Development in the Cibaduyut Shoe Industry Center**

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

Source: Suhayati & Supriatna, 2022

The data above shows that the Regional Government of West Java mostly carries out the development role of MSME shoe craftsmen in Cibaduyut by providing training such as production, marketing, management organization, and mental attitude. In addition, MSME shoe craftsmen in Cibaduyut were provided capital assistance to develop shoe production. However, there are concerns about dependence on assistance from the Regional Government for MSME shoe craftsmen in Cibaduyut. In this case, there must be a tertiary institution, in this case, Padjadjaran University, to be able to foster UMKM shoe craftsmen in Cibaduyut to be more independent in doing business so that they do not only develop their business in the city of Bandung or West Java but can develop their business nationally and even internationally.

### Shoe Making Process

To get started, select the raw leather material to be used in shoe production by modifying the leather quality (QC = Quality Control). First, the material is matched to the shoe design; only then can the pattern-making process begin. After the shoe design, the pattern is cut according to the pattern. After the cutting stage is complete, the cut leather pieces are subjected to a set process (in which the thickness of the leather is reduced) and then a shoe fitting stage, where the quality of the leather pieces is re-evaluated. After that, we will start the upper fabrication process.

After the upper manufacturing process, the shoes proceed to the preparation stage, ready to be assembled. After that, start glueing things manually with potato glue by doing

openly. After that, proceed to the following procedure, namely sewing rosella. After you have completed the step of entering the sewing stage, the next step is to start the outsole preparation stage. After that, it is pressed and ground, and then it can inspect the sole making. The task is considered complete after being checked. After the shoe-making is complete, it is followed by a spraying process which aims to make the shoes more attractive to the eye and transform them into Cibaduyut shoes.

### Cibaduyut Shoes Product Marketing Line

The marketing strategy used by the Cibaduyut shoe centre can be divided into two categories: First, there is a cooperative pattern between small and large shoe distributors and different operating patterns. In the first pattern, MSMEs will produce footwear according to the specifications provided by the distributor. Distributors or micro, small and medium enterprises (MSMEs) must produce their footwear models before a cooperation contract is agreed upon. Distributors may also be asked to make models of footwear to be produced. Significant distributors will perform initial sorting on suggested models in preparation for further cataloguing. The next step involves potential customers receiving this catalogue, which will be disseminated through distributors. If there is an order, the distributor will contact the MSME that made the model purchased. In the first pattern, distributors influence the prices charged most.

In the second pattern, micro, small and medium enterprises (MSMEs) will develop, produce and sell their products independently without cooperating with distributors within the framework of the Cibaduyut Shoe Center. Usually, these private MSMEs have a more extensive customer base outside Bandung (participating in exhibitions). (This information is taken directly from the Cibaduyut Shoe/Footwear IKM Center Profile.)

### SWOT analysis

According to Philip Kotler (2004:81), "the theory of SWOT analysis which is used to analyze the implementation of the distribution strategy used by organizations based on a set of assumptions about the market environment," is an approach that must be used when evaluating. Opportunities for achieving promotional goals are given greater attention in the SWOT analysis. The four components that make up a SWOT analysis are according to Table 2.

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

Source: Processed data, 2022

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From Table 2., the fact that we now live in a society that relies heavily on digital technology has a beneficial effect on the world as it makes it easier for people to achieve high levels of performance and productivity. However, it also has a negative influence because it can lead to a lifestyle characterized by hedonism and satisfaction demands in response to the status and speed of obtaining information. According to statistical data from BPS 2020, the value of imported goods in Indonesia grew by 12.25% compared to the previous month. This is evidence that the general public consumes a lot of imported goods. This is because social media has been used for extensive advertising of goods made in other countries. The country's current account balance and export values are negatively affected by the high volume of goods brought into the country from other countries.

It has been determined that domestic goods are less competitive in the market than those produced elsewhere. There is also this influence, which is indicated by the fact that foreign goods have a brand before entering the market in Indonesia, as well as the experience of growth, the strength of the capital owned, and the marketing plan used. MSME shoe craftsmen in Cibaduyut are required to have a marketing strategy. Marketing strategy is a planning guide that helps achieve goals; alternatively, it is a fundamental process that starts with primary forms of communication and progresses to electronic forms.

## CONCLUSION

The discussion above concluded that mastery of technology had influenced innovation in the marketing strategy of MSME shoe craftsmen in Cibaduyut to reach markets and develop sales due to the crisis caused by the Covid-19 pandemic. Mastery of this technology can utilise the resources provided by technological developments in the form of promotion on social media.

## RECOMMENDATION

The focal point of this study was the use of the marketing strategy of Cibaduyut shoe craftsmen MSMEs during the Covid-19 pandemic, which found that the use of social media as a means of promotion still needed to be improved. This is because there is still a need for a more vital understanding of digital literacy that MSME players in Cibaduyut shoe craftsmen understand. On this basis, the researcher provides recommendations to the Regional Governments of Bandung City and West Java Province to be able to encourage various activities that can increase the understanding of MSMEs in Cibaduyut shoe craftsmen regarding digital literacy to be able to maximize social media as a means of promoting their products.

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