

1. How Do Small-to-Medium Enterprise (SMEs) Negotiate the COVID-19 Pandemic in Indonesia

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11 How Do Small-to-Medium Enterprises (SMEs) Negotiate the COVID-19 Pandemic in Indonesia?

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Introduction: The Impacts of COVID-19 on Indonesian SMEs

In Indonesia and around the world, the COVID-19 pandemic has affected all areas of business—not only large companies, but also small and medium enterprises (SMEs). Indonesian SMEs have experienced their third crisis in the last 25 years. The first and second crises in Indonesia were caused by the global economic crises of 1998 and 2008 (Sahir et al. 2020). At that time, SMEs were still able to survive, and even become pillars of economic growth, whereas in the third crisis, which was caused by the COVID-19 pandemic, SMEs in most countries, including Indonesia, have been significantly and negatively affected (Mulyaman 2020; Sahir et al. 2020). Based on the existing data, the Indonesian Ministry of Cooperatives and SMEs noted that 43% of SMEs stopped operating due to this pandemic and its resultant changes in social and shopping behaviors (Fajar 2020). A survey conducted by Katadata (2020), a media and research company related to the Indonesian economy and businesses, showed that in June 2020, more than 200 SME entrepreneurs in Jakarta, Bogor, Tangerang and Bekasi (*Jabodetabek*), constituting 82.9% of Indonesian SMEs, had experienced negative impacts; 63.9% had more than a 30% turnover decrease. However, this survey also found that a small minority of SMEs experienced an increase in product turnover (*ibid.*).

Several SMEs, especially those in tourism, food and beverage, accommodation, sports sectors, and other sectors such as cellular phones, health logistics, and laundry, have been greatly and often positively affected by this pandemic. For example, a business such as a cellular phone shop or stall that provides top-up *pulsa* (phone credit) on a prepaid SIM card can gain opportunities, since most activities—such as school attendance, office meetings, shopping, and reciting the Qur'an in a group or mosque service—are now conducted online. This pandemic has forced people to change their habits and behaviors. Previously, Indonesians went to stores to shop for

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their daily needs; now they are much more likely to buy online. Given these drastic changes in consumer behaviors, this study aims to understand how COVID-19 has affected SMEs in Indonesia and how they are negotiating this pandemic. Taken together, the results provide important insights into strategies that can be used by SMEs to make it through this pandemic and perhaps others to come. We conclude this article with a summation of these strategies and with practical suggestions for their implementation.

Methods and Materials

For this study, we employed a qualitative research method with a phenomenological approach (Creswell and Creswell 2018) that facilitated our explorations and descriptions of the conditions faced by SME entrepreneurs during the pandemic. We used purposive sampling (Fura and Negash 2020), which helped us to obtain relevant information from experienced and information-rich SME entrepreneurs. The criteria to participate in this study were that the SMEs had been established for at least three years and are domiciled in Indonesia, especially in the big city areas most affected by the COVID-19 pandemic. We conducted this research in December 2020 and between March and April, 2021. We applied primary and secondary data for the purposes of our study. We derived our primary data from the 20 in-depth interviews we conducted with SME owners or managers. Our interview questions dealt with how their business conditions were affected during the COVID-19 pandemic. Some of these interviews were conducted in person and, due to the pandemic, others were conducted by phone or online, according to interlocutor preference. We conducted our interviews in the Indonesian language, which was understood by all study participants. We then manually transcribed and coded all interviews. The questions asked included information about: company characteristics and location; the conditions they experienced as a result of the pandemic; the difficulties they encountered; how they dealt with these difficulties; the adaptations they had made; any new business strategies they had implemented or planned to implement; and their expectations for the future. We obtained secondary data from previous studies by others, news from the media, and information from official government agencies.

COVID-19 in Indonesia: A Situational Analysis

The first case of COVID-19 in Indonesia was reported on March 2, 2020 (Nuraini 2020). As of April 6, 2021, Indonesia had reported 1,542,516 positive cases; of these, 1,385,973 had recovered, and 41,977 had died (KPCPEN 2021a). To prevent further transmission, the Indonesian Government issued a regulation to limit public interaction by implementing large-scale social restrictions (*Pembatasan Sosial Berskala Besar*, or PSBB)

in some regions (Cabinet Secretary of the Republic of Indonesia 2020). The implementation of PSBB differed among regions, depending on their situation (Hakim 2020). Many Indonesians rejected these preventive measures—some because of their need to make a living; others because they wished to continue their education, their religious activities, and/or their social activities; and because the government provided no assistance to individuals of any kind (Purnamasari 2020).

The Indonesian Government conducted massive COVID testing on traditional market traders, because the traditional market is a place where multiple physically close interactions take place. Yet the rapid and/or swab test was not easily accepted. Dozens of the sellers in Cileungsi Market (Bogor), Abian Timbul Market (Bali), Kahayan Market (Palangkaraya), and Pinasungkulan Market (Manado) were reported to be resisting the tests because they did not want to know the results. Testing positive would mean that they had to be hospitalized or in self-isolation, which meant that they could not sell in the markets to earn their daily livelihoods (Wiyanto 2020; Berutu 2020; Kompas 2020; Sata 2020).

As Ali (2021) argues, there are many COVID-19 pandemics (see Introduction); these include an economic pandemic, as COVID-19 has critically affected the economic system worldwide. Similarly, the pandemic in Indonesia has not only significantly impacted the health sector, but also the economic sector. The SME entrepreneurs we interviewed experienced a significant decrease in purchases, which negatively affected their business sustainability. A survey conducted by the LIPI (*Lembaga Ilmu Pengetahuan Indonesia*) Economic Research Center May 1–20, 2020 on the performance of Indonesian SMEs showed that 94.69% of these businesses experienced a decline in sales (Nugroho 2020). Meanwhile, a survey conducted by the Mandiri Institute in August 2020 showed that 66% of SMEs were still operating on a limited basis; 28% were operating normally; and 6% had stopped operating (Trimahanani 2020). Without a backup plan for the SMEs' economic crisis, it began to endanger the national economy (Handoko 2020).

One of the efforts to increase public and business optimism for economic recovery is now the COVID-19 vaccination program, which is expected to boost economic growth (KPCPEN 2021c). The first phase of COVID-19 vaccination started on January 13, 2021; the President of the Republic of Indonesia, Joko Widodo, was the first person to receive the shot, as a symbolic statement that all Indonesians should be vaccinated (KPCPEN 2021e). This first stage targeted health workers and showed satisfactory results (KPCPEN 2021b). The second phase of COVID-19 vaccination ran from the third week of February to May 2021; its vaccination targets were Public Service Officers, including market traders, teachers, public transportation officers, and elderly community groups (60 years and over) (*ibid.*). The SME entrepreneurs, especially in the retail and tourism sectors, have also been prioritized for receiving the COVID-19 vaccine (KPCPEN

2021d). As of June 2021, around 12 million Indonesians had been fully vaccinated, and another 18 million had received their first dose, out of a population of around 270 million. Although the government has carried out a massive vaccine promotion campaign, many Indonesians still reject the vaccination due to fears around vaccine safety and side effects, doubts about vaccine efficacy, and feelings of distrust in vaccines in general. In addition, rumors and hoaxes about the “illegality” of vaccines and their contradictions of certain religious principles also contribute to this mistrust (Fisipol 2021). For example, one such rumor holds that the vaccine contains ingredients that are *Haram* (forbidden) for Muslims.

SMEs in Indonesia: Obstacles to Sustainability

The COVID-19 crisis has had a devastating effect on the global economy (Eggers 2020). SMEs as drivers of a country’s economy are the most vulnerable sectors compared to other businesses because of their limited resources (Winarsih, Indriastuti, and Fuad 2020; Saturwa, Suharno, and Ahmad 2021). SMEs in Indonesia have faced the same conditions as in other countries during this pandemic. In this section, we present the results of several studies on how COVID-19 has affected Indonesia SMEs’ sustainability and how they can overcome this crisis.

Lutfi and colleagues (2020) examined the impacts of physical distancing policies on SMEs. The results indicate that these policies have resulted in decreased product demand and income, and some even had no income at all. SMEs have also experienced an increase in raw material and production costs due to supply chain problems. This study also revealed that one of the most important strategies that SMEs needed to implement was the utilization of information technology. It further showed that government economic stimulus policies could help SMEs to survive.

Research conducted by Tairas (2020) found that SMEs engaged in food and beverage services and other business that rely on people’s mobility and activities have been the most impacted. This study involved 34 SMEs representing 34 Indonesian provinces. The results show that there are five primary obstacles faced by SMEs during the pandemic: (1) funding or financial access to loans to survive the crisis; (2) the availability of raw materials, as these can affect product quality; (3) labor as the main input in the production process, since most Indonesian SMEs still utilize manual production techniques; (4) obstacles in marketing efforts due to restrictions on physical mobility during the pandemic; and (5) designing ¹attractive packaging. This research suggests three ways to overcome the **impact of the COVID-19 pandemic on SMEs**: first, by providing education about sustainable business to help SMEs keep up with the economic challenges; second, training in creative economic strategies and products to help them to compete with other countries; and third, assistance in marketing, both for the domestic and overseas markets. A study by Winarsih, Indriastuti,

and Fuad (2020) proposed a sustainability framework for SMEs in facing the pandemic. According to this study, the restrictions on outdoor activities cause SMEs to need to change their business strategies, in particular via digital transformation.

Muditomo and Wahyudi's (2020) research revealed that the policies imposed during the COVID-19 pandemic are a momentum for SMEs to accelerate digital transformation. This research developed a reasonable digital transformation model by mapping Indonesian SMEs' digital transformations. This study concluded that the main triggers for SMEs to adopt digital transformation are external factors, meaning that they tend to only follow digital strategies implemented by other SMEs. In so doing, they fail to show their own uniqueness and might lose their competitive advantage. Although many Indonesian SMEs have implemented digital transformations, most have not set an instrument to measure their digital transformation achievements. And they only apply partial digitization of their business functions, especially in their sales functions.

Hidayati and Rachman (2021) conducted a literature review on government policies and business strategies for SMEs in Indonesia in the midst of the COVID-19 pandemic. The results indicate that the Indonesian government has responded to the crisis faced by SMEs with several strategic approaches, which include:

1. Social support such as food packages, reduced electricity rates, and cash assistance;
2. Tax incentives for SMEs with an annual turnover of below IDR (Indonesian Rupiah) 4.8 billion (approximately \$330,742 US);
3. Credit relaxation and restructuring, which include postponement of installment payments and interest subsidies for credit and capital assistance recipients;
4. Working capital stimulus;
5. Cooperation with state-owned enterprises to facilitate SMEs to continue operations;
6. Creating innovative products in order to increase online sales;
7. Maintaining good relations with suppliers and distributors;
8. Strengthening collaborations with partners;
9. Utilizing technology and e-commerce in marketing and distribution; and
10. Developing the flexibility to quickly respond to changing environments.

Research Findings: The Conditions of SMEs during the COVID-19 Pandemic

We interviewed entrepreneurs in the fields of food and beverage, construction, beauty salon/skincare, barbershop, souvenir/gift shop, and garments, as they represent the goods and services industry. Table 11.1 is a summary of the data we obtained from our interviews with SME entrepreneurs.

Table 11.1 Summary of Interviews on the Conditions of SMEs during the COVID-19 Pandemic

<i>Business Field</i>	<i>General Condition</i>	
Food and Beverage	Food business has experienced losses due to restrictions on the number of visitors and opening hours, excepting those that offer online delivery.	Because online sales have increased, the shipping costs have increased as well.
Barbershop	Both the number of customers and sales had initially decreased, but after 3 months, the customers started to return.	The income is low but there was no change in the monthly operational expenses or in employee salaries.
Construction	There was a drastic decrease in construction projects, especially because many middle-class people postponed these to wait for better conditions. However, small projects such as private renovations or residential home constructions were ongoing.	The news about the COVID-19 pandemic reported in the media contributed to the downturn in the construction service business.
Beauty salon/skincare	There was a large decrease in sales and visits. Consumers rarely came to beauty salon and skincare services for treatment.	Consumers visit the beauty salon/skincare services only as needed, and many stopped going to them out of fear of contagion.
Garment	There has been a large decrease in the number of orders.	People tend to prioritize the need for food, so garment product sales decline.
Souvenirs/Gift shop	There was a large decline in sales due to the prohibitions on birthday parties, weddings, and office events.	The absence of orders from parties and celebrations.

Our interviews show that SMEs in both the goods and services industries faced a decline. As a result of the government-imposed restrictions described above, most Indonesians have tended to limit their outdoor activities (Cabinet Secretary of the Republic of Indonesia 2020). Therefore, SMEs that want to survive this crisis have had to understand and adapt to the changing habits of society and discover or generate new possible business opportunities.

Business Adaptations

“Adaptation” can be defined for our purposes here as an action taken by entrepreneurs and their teams in responding to environmental changes and making necessary adjustments (McKee, Varadarajan, and Pride 1989). The

Table 11.2 Summary of the Interview Results about SMEs’ Business Adaptations

Business Field	Adaptation
Food and Beverage	Generating online sales/orders and delivery services to consumers. Digitizing food ordering and delivery.
Barbershop	Doing offline and online promotion, digitizing promotion services, implementing health protocols such as cleaning and sanitizing for services, providing in-home service.
Construction	Expanding the projects to fight against the pandemic, such as building disinfectant booths and providing medical equipment. Expanding renovating housing projects in suburban areas where COVID outbreaks have been minimal.
Beauty salon/Skincare	Selling the beauty products through online marketing, implementing strict health protocols for customers coming to the salon or clinic.
Garment	Selling pandemic necessities such as masks that are designed using beautiful fabrics.
Souvenirs/Gift shop	Giving discounts for those who buy in bulk, combining the primary products with the additional products needed in the pandemic (e.g. hand sanitizer, masks, etc.).

table above shows a summary of the interview results with SMEs on how they have adapted to the pandemic situation.

As Table 11.2 shows, the SMEs in our study made adaptations by accomplishing digital transformations in their product sales and promotion strategies. They also shifted to projects or products demanded by the pandemic. SMEs in the service sectors implemented strict health protocols for customer service; these work not only to prevent viral spread, but also to generate confidence among their customers.

Business Opportunities

Besides the ability to adapt, SMEs also have had to become innovative and thorough in identifying possible new business opportunities. Based on our data and literature review, here we provide examples of some business opportunities that can or have been achieved by Indonesian SMEs:

- Indonesia has a wealth of extraordinary spices and traditional drinks that can boost the body’s immune system. Having good immunity is believed to be one of the ways to prevent coronavirus infection (UNMUL 2020). Many food and beverage SMEs added new variants to their products, especially herbs or bottled immune booster drinks, or sell spice mixes called *empon-empon*, which can boost the body’s immune system.
- Given that more people are working from home and it is not possible for them to go a coffee shop or café, SMEs can adjust by making coffee by the liter to drink at home.

- Masks are not only necessities during the pandemic; they can also be part of fashion and thus can serve as expressions of individual styles in the way that clothing does. Within Indonesia’s rich and varied cultures, each region has its own characteristics. SMEs in the garment sector have innovatively produced masks using fabric motifs from various Indonesian regions, such *batik* and *tenun* (a woven fabric). They also design company masks that include the company logo or name.
- The garment industry can and is taking advantage of the online work and school from home policies by producing more fashionable home-dresses called *daster*. Daster is not a different type of mask; it is an informal home-dress or day dress made of comfortable thin fabric that is common for women to wear at home.

Indonesian SMEs’ Expectations and Efforts to Meet Them

SMEs in Indonesia are major contributors to the economy and to individuals’ needs (Saturwa, Suharno, and Ahmad 2021; Hidayati and Rachman 2021). They also contribute to creating more job opportunities. Yet, as previously noted, these SMEs have been greatly affected by the coronavirus pandemic, which resulted in a significant decline in sales for most. Thus, SMEs have needed support to stay afloat. Such support must (and has—see below) come from local and national governments, and from entrepreneurial associations in the particular SME’s industry. SME entrepreneurs expect support in the forms of networking, promotion, and ease in financial bank transactions and loans.

Table 11.3 contains a summary of the results based on our data about what kind of support SME entrepreneurs have expected during the COVID-19 pandemic.

Table 11.3 Summary of the Interview Results Regarding SMEs’ Expectations

Expectation	
For government	Providing training, financial assistance, ease of licensing, reducing taxes, supporting SMEs to open business opportunities to improve skills, affirming the health protocols, and helping the small business economy.
For SME entrepreneur associations	Assisting in integrated product promotion, increasing cooperation/mutual product purchase, and providing information about possible business opportunities.
For mass media	Preventing the dissemination of misleading information and frightening public broadcasts that worsen the situation.
For educational institutions	Providing proper training, such as in digital marketing, financial management, how to increase sales ratings, and online selling guidance.

In Table 11.3, it can be seen that our interlocutor SMEs expect support from the government, from associations related to their businesses, and from the media and educational institutions. This support can take the forms of trainings to improve skills, financial assistance, and clear guidelines from the government. SMEs also expect cooperation in terms of promotion and sales from other SME entrepreneurs. Meanwhile, the media is expected to convey accurate and balanced information that will not mislead the public.

Government and Private Types of Support

Responding to SMEs' expectations, from the initial months of the COVID-19 pandemic until the present (April 2021), governments, state-owned enterprises (*Badan Usaha Milik Negara*, or BUMN) and private companies in Indonesia have done many things to help keep the SMEs' businesses up and running. Those actions have included the following:

- The Ministry of Cooperatives and Small and Medium Enterprises, in collaboration with Food State-Owned Enterprises, has launched the *Belanja di Warung Tetangga* (Shopping in the Neighborhood) program. This program is a government effort to allow the traditional stalls to compete with modern retail. Thus, the traditional stalls (*warung*) can get easier access to competitive goods and connections to online platforms. In addition to strengthening the SME economy, especially that of the traditional stalls, this program also facilitates a sufficient supply of daily needs in the midst of the COVID-19 pandemic (Kementerian Koperasi dan UKM 2020).
- The Indonesian government also has a Productive Presidential Aid for Micro-Enterprises program for eligible SMEs. It was expected that this financial assistance would enable many SMEs to maintain their businesses (Wisnubroto 2020), and indeed, it has.
- Training, mentoring and business consultations are also provided by state-owned companies such as Pertamina, Bank Rakyat Indonesia, and others as a form of real support for SMEs amid challenging viral spread conditions (Pertamina 2020; Suheriadi 2020).
- Both public and private educational institution also take roles in supporting the sustainability of SMEs in the midst of the pandemic. Some activities are carried out in the form of assistance with financial reports, digital marketing, regional specialty product branding, etc. (Unair News 2020; UWKS 2020).
- Supports systems from the private sector include #UnileverUntukIndonesia, which provides assistance and technology systems for the management of local minimarkets and traditional stalls (Unilever 2020); LocalsUnite from Tehbotol Sosro) to support Indonesian local brands in developing their businesses during COVID-19 (KumparanNews 2020); #TerusUsaha from Grab Indonesia, which has a program to upgrade skills and digitize

Indonesian SMEs (Grab 2020); and many other training and mentoring programs provided by the private sectors and the communities.

Discussion

The COVID-19 pandemic has affected SMEs in various sectors, not only in Indonesia but also globally (Tairas 2020; Parth 2020). The results of our study are in line with previous studies, which show that the COVID-19 pandemic and the implementation of social restriction policies to prevent its spread have impacted SMEs' revenue, cash flow, and profit (Tairas 2020; Parth 2020; Omar, Ishak, and Jusoh 2020). Moreover, declining household purchasing power due to massive layoffs has caused shifts in consumption patterns, some of which have resulted in decreased demand for particular SMEs' goods and services (Pakpahan 2020). Therefore, SMEs have needed to adjust their strategies in order to survive, recover, and even thrive during the pandemic (Winarsih, Indriastuti, and Fuad 2020). Our results have also shown that SMEs engaged in food, garment, and barbershop businesses can adjust their strategies through online sales or conduct their businesses with strict health protocols. However, SMEs in the construction sector have experienced difficulty in running their businesses, since their work requires physical presence at their work sites.

The coronavirus pandemic has accelerated the adoption of technology and e-commerce among SME entrepreneurs (Hidayati and Rachman 2021; Muditomo and Wahyudi 2020). The use of digital technology has increased the productivity of many SMEs during this pandemic (Papadopoulos, Baltas, and Balta 2020; Winarsih, Indriastuti, and Fuad 2020). The directive to keep physical distance and avoid crowds can be overcome by utilizing online transportation applications to deliver products (Lutfi et al. 2020) or by using e-commerce sites to boost sales (Winarsih, Indriastuti, and Fuad 2020). The conditions of the SMEs in our study are similar to those in other countries. SMEs worldwide are expected to adopt technologies and use e-commerce sites as a business strategy to survive. For example, research by Gray (2020) in Canada shows that food delivery services have increased during the implementation of social distancing policies. Other research has shown that the use of e-commerce sites in countries such as the United States, the United Kingdom, and the People's Republic of China has also increased significantly (OECD 2020).

Our study indicates that collaboration between the government, community, state-owned enterprises, and the private sector has been carried out to support SMEs in running their businesses. This collaboration is in line with the Indonesian government's policy of helping SMEs to overcome the pandemic (Kementerian PPN/Bapennas RI 2020; Hidayati and Rachman 2021). Such collaborations have also been activated in many other countries to aid in the pandemic sustainability of SMEs (United Nations Conference on Trade and Development 2020).

SMEs and the New Life Order

The challenges faced by SMEs during the COVID-19 pandemic are serious. The Indonesian government regulations on limiting people's activities to prevent viral spread severely impacted the sales of SMEs' products/services, as did media reports on COVID-19. The decline in various SME sectors required rapid remediation to ensure that these SMEs remain relevant to the new life order.

As we have shown, while many SMEs failed to adapt to pandemic conditions and therefore went out of business, others have generated creative and innovative adaptations, which we have detailed herein and which mostly involve digital and online activities. The entrepreneurs who keep running their businesses offline, such as barbershops and nail and hair salons, have developed and are developing effective marketing strategies such as in-home services while adhering to health protocols.

SMEs have expected to receive support from the government and from their professional organizations, and have indeed received many forms of support. This support has taken the forms of financial aid or business tools and training (especially relating to online sales). The communities served by particular SMEs can also serve as forums for sharing knowledge, increasing inter-business cooperation, and as a means of product promotion. The mass vaccination programs have resulted in optimism among SME entrepreneurs that soon they will be able to run their businesses under normal conditions. Yet it seems highly likely that many of the online strategies developed by SMEs to survive under pandemic conditions will be continued even after COVID-19 is no longer a threat. The lessons learned that we have provided in this chapter can serve to help Indonesian SMEs, and perhaps those in other countries, during this pandemic and any pandemics yet to come. Thus, in conclusion, we here provide a summary of those lessons.

Conclusion: Practical Suggestions

The following are some actions that SMEs can take to keep their businesses relevant to Covidian conditions and that can also work in post-Covidian times:

- Government regulations about restrictions on the number of restaurant visitors and opening hours can certainly reduce sales. To overcome this problem, culinary businesses can sell food in vacuum packaging (frozen food) that can be stored for a certain period. They can also collaborate with online applications such as GoFood or GrabFood to avoid dine-in activities.
- SMEs can also execute digital transformations by selling online and using digital payment methods to reduce physical contact.

- The social activity restriction on weddings, gatherings, and meetings have a large impact on the catering business. As a solution, such enterprises can offer a daily menu that can be selected individually. They can also offer boxed foods with a certain minimum order that can be consumed in offices and homes.
- For the souvenir/gift shop business, along with giving discounts, they can also combine their main products with products that are currently needed during the pandemic, such as masks, hand sanitizers, and disinfectants to attract more consumers.
- Businesses for which online adaptations are impossible, such as beauty salons and barbershops, can provide home treatment services with strict health protocols. Yet they can use online websites to promote such services.
- SMEs are required to apply health protocols, such as providing plastic barriers between the sellers and the buyers, using mask and face shields, and providing hand washing facilities and hand sanitizers. Taking these measures helps to increase public confidence in SMEs.
- Since one survey conducted by WeAreSocial (2021) reveals that YouTube is in the first rank of the most visited social media platforms in Indonesia, followed by WhatsApp, Instagram, Facebook, and Twitter, SMEs can use these social media platforms to sell their products. They can also use e-commerce platforms such as Shopee, Tokopedia, or Bukalapak. It is important to note that the SMEs need to pay significant attention to which platforms are most visited by consumers in order to be more effective and strategic in marketing their products.
- SMEs should implement a means of measuring and monitoring their digital transformation achievements, so that they can know the results of these online efforts.
- SMEs also need to pay attention to the potential number of people that marketers can reach via digital advertising. The potential number of people who can be reached using ads on Facebook are around 140 million, 107 million on YouTube, 85 million on Instagram, and 14.05 million on Twitter (WeAreSocial 2021). The cost for paid advertisements depends on the digital advertising scheme chosen and the size of the target audience (Hidayat 2021). In terms of e-commerce platforms, Shopee, Tokopedia, Bukalapak, and Lazada Indonesia are the top four most clicked on e-commerce sites in the country (Statista 2021). Regarding Internet use, the average Indonesian spends 9 hours a day on the Internet and uses 3 hours a day for social media (WeAreSocial 2021). This data is from a report in the second quarter of January 2021, one year after the COVID 19 outbreak began (ibid). It is quite possible that Internet use is higher due to more activities done at home. These phenomena represent strong potential for SMEs to grow their businesses.

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