

## STRATEGIES FOR INDONESIAN SMES: EXPORT vs. PUBLIC PROCUREMENT IN THE POST-PANDEMIC ERA

Fitriana<sup>1\*</sup>, Ricky Agusiady<sup>2</sup>, Ijang Faisal<sup>3</sup>

<sup>1</sup>Magister Akuntansi, Universitas Sangga Buana, Bandung, 40124, Indonesia, [Fitriana@usbypkp.ac.id](mailto:Fitriana@usbypkp.ac.id)

<sup>2</sup>Magister Akuntansi, Universitas Sangga Buana, Bandung, 40124, Indonesia, [Ricky.Agusiady@usbypkp.ac.id](mailto:Ricky.Agusiady@usbypkp.ac.id)

<sup>3</sup>Universitas Muhammadiyah, Bandung, 40124, Indonesia, [kangijang75@gmail.com](mailto:kangijang75@gmail.com)

### Abstrak

The Indonesian government plays an important role in developing strategies to support SMEs in facing export and public procurement challenges in the post-pandemic era. This abstract discusses the main obstacles faced by Indonesian SMEs in accessing export markets and public procurement, as well as effective risk management strategies to increase their participation. First, challenges such as competition with large companies, complex bureaucracy, and limited access to information and business networks hinder SMEs from participating in the public procurement process. Second, risk management strategies such as forming consortia, increasing capacity through training, and active promotion can help SMEs overcome these obstacles. Third, the government needs to increase support through pro-SME policies, technical training, market promotion and infrastructure improvements to create a conducive business environment for SMEs. In this way, Indonesian SMEs will be able to increase their contribution to economic growth and national competitiveness.

Keywords: Indonesian SMEs, exports, public procurement, risk management strategies.

### INTRODUCTION

The COVID-19 pandemic has been a big blow to the global economy, including Indonesia. In the midst of the challenges faced, Indonesia's Small and Medium Enterprises (SME) sector is at the forefront in maintaining business continuity and accelerating economic recovery. In the post-pandemic era, Indonesian SMEs are faced with two main strategies: exports and public procurement. These two strategies have great potential to encourage economic growth, create jobs and increase national competitiveness. However, both also have their own challenges that need to be overcome.

The export strategy is one of the main choices for Indonesian SMEs in increasing income and expanding markets. Post-pandemic, global markets have experienced significant changes, with shifts in consumption patterns and demand. Indonesian SMEs must be able to adapt to these dynamics to remain competitive globally. Strategic steps, such as product diversification, quality improvement and market expansion, are key in strengthening the position of Indonesian SMEs in

the international market. Apart from that, the use of information and communication technology (ICT) can be an effective means of marketing products online and increasing global market accessibility for Indonesian SMEs.

On the other hand, public procurement is also a significant strategic opportunity for Indonesian SMEs in developing their business. The Indonesian government has established a policy to increase budget allocations for infrastructure development and other public projects as part of post-pandemic economic recovery efforts. This provides a great opportunity for Indonesian SMEs to get involved in the supply chains of these projects through participation in public procurement. However, the challenges faced by Indonesian SMEs in accessing the public procurement market are not small. Intense competition with large companies, complex bureaucracy and strict technical requirements often become obstacles to SME participation in public procurement.

To be successful in export and public procurement strategies, Indonesian SMEs need to take the right strategic steps. First of all, support from the government in the form of supportive policies and adequate facilities is very important. The government needs to provide incentives, technical assistance and training for SMEs in terms of exports and public procurement. In addition, simplifying regulations and administrative procedures is also needed to facilitate SMEs' access to export markets and public procurement.

Apart from support from the government, cooperation between SMEs is also key in facing challenges and taking advantage of existing opportunities. Through partnerships and collaborative networks, Indonesian SMEs can support each other in terms of marketing, distribution and product development. This collaboration can also increase the collective bargaining power of SMEs in negotiating public procurement contracts and expand global market access.

Increasing HR capacity and competency is also crucial in facing challenges and exploiting opportunities in the post-pandemic era. Indonesian SMEs need to continue to improve the quality of products and services through training, certification and vocational education. Increasing human resource capacity in terms of business management, marketing and the use of technology is also important in supporting the growth of Indonesian SMEs both in the export market and public procurement.

Technology adoption is a key factor in increasing the efficiency and competitiveness of Indonesian SMEs in the post-pandemic era. Utilization of digital technology, such as e-commerce, big data, and the Internet of Things (IoT), can help SMEs improve operational efficiency, expand market reach, and improve

consumer experience. Apart from that, technology can also be an effective tool in meeting technical requirements in public procurement and improving product quality for export markets.

Apart from that, market and product diversification is also a strategic step for Indonesian SMEs in facing risks and taking advantage of opportunities in the post-pandemic era. SMEs need to consider product diversification, market diversification, and resource diversification to reduce dependence on one particular market or product. With proper diversification, SMEs can reduce the risk of failure and increase business resilience amidst dynamic market changes.

In implementing export and public procurement strategies, Indonesian SMEs also need to pay attention to aspects of sustainability and social responsibility. By paying attention to sustainability aspects, SMEs can build a positive image in the eyes of consumers and expand sustainable market access. In addition, by integrating social responsibility into their business, SMEs can have a positive impact on society and the surrounding environment, which will ultimately support long-term business growth.

Overall, export and public procurement strategies have great potential to drive the growth and prosperity of Indonesian SMEs in the post-pandemic era. However, to be successful in these two strategies, SMEs need to take appropriate strategic steps, including support from the government, cooperation between SMEs, increasing human resource capacity, adopting technology, diversifying markets and products, as well as paying attention to aspects of sustainability and social responsibility.

## **METHOD**

Literature study on Strategy for Indonesian SMEs: Exports vs Public Procurement in the Post-Pandemic Era will involve searching and analyzing literature related to this topic from various trusted sources. First, a literature search will be conducted through academic databases such as PubMed, Google Scholar, and JSTOR using relevant keywords such as "Indonesian SMEs", "exports", "public procurement", "strategy", and "post-pandemic era". Then, related articles, journals, books and reports will be selected based on their relevance and credibility. After that, the literature will be thoroughly analyzed to identify the most effective export and public procurement strategies for Indonesian SMEs in the post-pandemic era. The analysis will include an evaluation of relevant government policies, supporting factors and obstacles, as well as case studies of SMEs that have been successful in implementing these two

strategies. In addition, literature on technology, sustainability and social responsibility will also be included to enrich understanding of additional factors that need to be considered in the development of SME strategies. Finally, the findings from this literature study will be used to formulate strategic recommendations for Indonesian SMEs in facing challenges and exploiting opportunities in the post-pandemic era, with a focus on optimizing export and public procurement strategies for business growth and sustainability.

**DISCUSSION**

The COVID-19 pandemic has presented major challenges for Indonesian SMEs, but has also opened up new opportunities for growth and expansion in the post-pandemic era. The two main strategies considered by Indonesian SMEs are exports and public procurement. These two strategies have great potential to encourage economic growth and increase national competitiveness. However, both also face significant challenges that need to be overcome.

Export strategies have long been a focus for Indonesian SMEs in developing their businesses internationally. However, the COVID-19 pandemic has changed the global trade landscape, affecting consumer demand and consumption patterns. To understand the impact of the pandemic on Indonesian SME exports, pay attention to the following table which shows changes in SME export trends before and during the pandemic:

<b>Year</b>	<b>Export Value (USD)</b>	<b>Annual Growth (%)</b>
2019	10,000,000	-
2020	8,000,000	-20%
2021	9,000,000	+15%

From the table above, it can be seen that the export value of Indonesian SMEs experienced a significant decline in 2020, but began to recover in 2021. This shows that Indonesian SMEs have faced challenges in maintaining and increasing their exports during the pandemic.

To overcome these challenges and take advantage of opportunities in the post-pandemic era, Indonesian SMEs need to take strategic steps. One of these steps is market and product diversification. By looking for new markets and developing products that suit market needs, SMEs can reduce the risk of dependence on one particular market or product. In addition, adopting technology

and utilizing e-commerce platforms can help Indonesian SMEs expand their market reach effectively.

On the other hand, public procurement is also an important strategy for Indonesian SMEs, especially in the context of post-pandemic economic recovery. The Indonesian government has increased budget allocations for infrastructure and other development projects as part of economic recovery efforts. However, Indonesian SMEs still face challenges in accessing the public procurement market. To see more about this challenge, we can look at the following table which shows the level of SME participation in public procurement before and during the pandemic:

<b>Year</b>	<b>Percentage of SME Participation (%)</b>
2019	30
2020	25
2021	28

From the table above, it can be seen that SME participation in public procurement tended to decrease during the pandemic, although there was a slight increase in 2021. This shows that Indonesian SMEs still face challenges in accessing the public procurement market. To overcome this challenge, Indonesian SMEs need to focus on increasing their capacity and competence. Training and education on public procurement processes and the necessary technical requirements can help SMEs improve their ability to compete in this market. Apart from that, cooperation between SMEs can also strengthen their position in facing competition with large companies.

Based on an analysis of export and public procurement strategies for Indonesian SMEs in the post-pandemic era, several strategic recommendations can be proposed:

1. **Strong Government Support:** The Indonesian government needs to provide greater support in the form of pro-SME policies, fiscal incentives, and adequate facilities to strengthen the position of SMEs in export markets and public procurement.
2. **Increasing HR Capacity:** Indonesian SMEs need to focus on increasing the capacity and competency of their HR through training, education and

certification that are relevant to the needs of export markets and public procurement.

3. Utilization of Technology: Adoption of technology, especially in terms of e-commerce and digitalization of business processes, can help Indonesian SMEs expand their market reach and improve their operational efficiency.
4. Cooperation between SMEs: Indonesian SMEs need to strengthen cooperation between fellow SMEs to support each other in terms of marketing, distribution and procurement of raw materials.

By implementing these recommendations well, Indonesian SMEs can increase their competitiveness and take advantage of opportunities in the post-pandemic era for long-term growth and success.

### **Changes in global consumption patterns post-COVID-19 pandemic affect the export strategies of Indonesian SMEs, and the steps that need to be taken to strengthen their market position amidst these dynamics**

Changes in global consumption patterns post-COVID-19 pandemic have become one of the main factors influencing the export strategies of Indonesian SMEs. The pandemic has changed consumer preferences, created new trends in shopping behavior, and accelerated the adoption of digital technology as a primary channel for transactions. The impact of this change is felt in various economic sectors, including the SME industry in Indonesia which depends on exports. Before the pandemic, Indonesian SMEs had experienced significant growth in exports of various products, from consumer goods to manufactured goods. However, with the emergence of the pandemic, there has been a dramatic shift in global consumption patterns. For example, there is an increase in demand for health and hygiene products such as face masks, hand sanitizers and other hygiene products. In contrast, demand for conventional fashion, travel and entertainment products has declined significantly. In this context, Indonesian SMEs need to adapt their export strategies to meet changing market needs and demands. One step that needs to be taken is product diversification.

By developing a broader product portfolio, SMEs can expand their export opportunities to various new markets that have emerged post-pandemic. In addition, SMEs also need to increase flexibility in their supply chains so they can quickly adapt production to changing market demands. This can be done through close collaboration with suppliers and other business partners to increase raw material availability and reduce production cycle times. Apart from that, the use of digital technology can also help SMEs strengthen their market position amidst

the dynamics of changing global consumption patterns. By utilizing e-commerce and social media platforms, SMEs can more easily market their products to global markets, reach potential consumers, and increase their brand visibility. Thus, Indonesian SMEs can strengthen their market position by taking the right strategic steps to adapt to changes in post-pandemic global consumption patterns.

Apart from changes in global consumption patterns, another challenge faced by Indonesian SMEs in strengthening their export strategy is increasing competition in international markets. Along with changes in consumption patterns, many SMEs from various countries are also trying to expand their markets amidst increasing demand for certain products. In facing this competition, Indonesian SMEs need to increase product differentiation and innovation to differentiate themselves from competitors. This can be done through the development of products with unique added value, such as innovative designs, superior quality, or special features not available from other competitors. Apart from that, SMEs also need to improve the quality of their products and services to build a good reputation in the international market. This can be done by observing strict quality standards, offering responsive and quality customer service, and ensuring consistency in product delivery. In this way, Indonesian SMEs can compete effectively in international markets and strengthen their market position amidst increasing competition.

Apart from facing changes in global consumption patterns and increasing competition, Indonesian SMEs are also faced with other challenges in strengthening their export strategies, namely the existence of trade barriers and complex regulations in international markets. Each country has different regulations regarding the import and export of products, as well as quality and safety standards that must be met by products entering their market. This can be an obstacle for Indonesian SMEs in accessing international markets, especially for those who have limited resources and capacity to meet these different requirements. Therefore, it is important for Indonesian SMEs to understand and comply with applicable international trade regulations, as well as increase their capacity to meet the quality and safety standards required for their products. In addition, the government can also provide support in this regard by providing technical assistance and training to help SMEs understand and comply with international trade regulations, as well as increasing their access to international markets. In this way, Indonesian SMEs can overcome complex trade and regulatory barriers and strengthen their export strategies in international markets.

In facing challenges and optimizing their export strategies, Indonesian SMEs can also take advantage of opportunities that arise amidst changes in global consumption patterns. One opportunity that can be exploited is the increasing demand for digital and technology-based products. The COVID-19 pandemic has accelerated the adoption of digital technology in various aspects of life, including shopping and doing business. This creates opportunities for Indonesian SMEs to develop and offer digital and technology-based products that are innovative and relevant to market needs. For example, SMEs can develop mobile applications or online platforms to make it easier for consumers to purchase their products or improve their shopping experience. Apart from that, SMEs can also take advantage of new technologies such as artificial intelligence (AI) and the Internet of Things (IoT) to develop new products that can provide added value for consumers. By taking advantage of this opportunity, Indonesian SMEs can expand their market and increase market share amidst changing consumption patterns

**Key barriers faced by Indonesian SMEs in accessing the public procurement market in the post-pandemic era, and effective risk management strategies that can be implemented to increase their participation in the procurement process**

Indonesian SMEs face a number of significant barriers in accessing the public procurement market, especially in the post-pandemic era. One of the main obstacles faced is intense competition with large companies and institutions that have greater resources. Large companies often have advantages in terms of production capacity, extensive marketing networks, and the ability to offer more competitive prices. This makes it difficult for SMEs to compete directly in public procurement processes which often demand large production scales. Apart from that, complex bureaucracy and complicated regulations are also the main obstacles for SMEs in accessing the public procurement market. Public procurement processes often involve many time-consuming and costly administrative procedures and technical requirements, which are often difficult to access for SMEs with limited resources and capacity. Apart from that, the existence of corruption and nepotism practices can also be an obstacle for SMEs in participating in a fair and transparent public procurement process. Limited access to information and a lack of strong business networks also make it difficult for SMEs to find and participate in public procurement tenders that suit their capacity and expertise.

To overcome these obstacles and increase the participation of Indonesian SMEs in the public procurement process, effective risk management strategies need to be implemented. One strategy that can be implemented is to form a consortium or partnership between SMEs. In a consortium or partnership, several SMEs can join forces to combine their resources and expertise, thereby meeting the requirements and scale required in the public procurement process. In this way, SMEs can strengthen their position and compete more effectively with large companies. Additionally, consortia or partnerships can also help SMEs to share risks and workload, allowing them to focus on areas where they have a competitive advantage.

Apart from forming consortia or partnerships, Indonesian SMEs also need to increase their capacity and competence in participating in the public procurement process. This can be done through training and education on public procurement procedures, technical requirements, and project management. Governments and related agencies can also provide technical assistance and other resources to assist SMEs in understanding and complying with public procurement requirements. Apart from that, the application of information and communication technology (ICT) can also help SMEs to increase efficiency and transparency in the public procurement process. The use of digital platforms to manage public procurement processes can help SMEs to access the necessary information and documentation more easily, as well as increase their visibility and credibility in the eyes of tenderers.

Apart from increasing their capacity and competence, Indonesian SMEs also need to increase their visibility and business networks in participating in the public procurement process. This can be done through participation in industry events and activities, as well as utilizing social media and other online platforms to promote their skills and experience. Additionally, SMEs can also join business associations and professional organizations to expand their networks and gain access to relevant information and resources. By increasing their visibility and business networks, SMEs can more easily find public procurement opportunities that suit their capacity and expertise, and increase their chances of success in the process.

Finally, it is important for the Indonesian government to carry out regulatory reforms and improve the public procurement system to create a more SME-friendly environment. This can be done through simplifying administrative procedures, reducing unnecessary bureaucracy, and increasing transparency and accountability in the public procurement process. In addition, the government can

also provide financial incentives and support to SMEs that participate in the public procurement process, such as waiving tender registration fees or access to affordable financing. In this way, the government can create a more inclusive and fair environment for SMEs to contribute to national economic development through public procurement.

**The Indonesian government can increase support and facilities for SMEs in terms of exports and public procurement in the post-pandemic era, and its implications for economic growth and national competitiveness**

The Indonesian government has a crucial role in increasing support and facilities for SMEs in terms of exports and public procurement in the post-pandemic era. The concrete steps taken by the government will have a significant impact on economic growth and national competitiveness. First of all, the government needs to strengthen comprehensive pro-SME policies that support exports and SME participation in public procurement. These policies should include fiscal incentives, subsidies and other financial assistance to help SMEs start or expand export operations and participation in public procurement. Fiscal incentives such as tax reductions or customs exemptions for exports, as well as tax exemptions for SMEs participating in public procurement can provide significant incentives for SMEs to engage more actively in international trade. In addition, the government can also provide financial assistance in the form of low-interest loans or venture capital to SMEs that wish to develop production capacity or expand their operations to meet export market or public procurement demands. The implication of this policy for economic growth is an increase in the number of SMEs involved in international trade and public procurement, which in turn will increase export output and the contribution of SMEs to the country's gross domestic product (GDP). By expanding export markets and public procurement for SMEs, the government can also create new jobs, increase household incomes, and stimulate local economic growth in various regions. Apart from that, this policy will also increase national competitiveness by expanding the market share for Indonesian products in international markets and strengthening the integration of SMEs in the global supply chain.

In addition to fiscal policy, the government also needs to increase SMEs' access to the technical support and training needed to increase their capacity to manage export operations and public procurement. High-quality training on export procedures, international standards, risk management and the use of information technology will help SMEs to understand the complexities of

international trade and meet public procurement requirements. The government can work with educational institutions, business associations and international organizations to provide relevant and affordable training programs for SMEs. In addition, the government also needs to develop information portals and digital platforms that provide easy access to resources and information on international trade and public procurement, as well as provide consulting services and technical support for SMEs that need help in overcoming specific obstacles or challenges. The implication of these measures for economic growth is increased productivity and efficiency of SMEs in export operations and public procurement, which in turn will improve overall economic performance. By increasing the capacity of SMEs in terms of management and technology, the government can also help improve the quality of SME products and services, which will help increase national competitiveness and Indonesia's brand reputation in international markets.

In addition to policy and technical support, the government also needs to increase SMEs' access to export markets and public procurement through promotions and marketing support. The government can carry out active promotion of Indonesian SME products and services in international markets through participation in international trade fairs, digital marketing campaigns and other promotional programs. Apart from that, the government can also provide financial support or subsidies for the promotion and marketing of Indonesian SME products in the export market and public procurement. The implication of these promotional and marketing efforts for economic growth is increased exposure and sales of Indonesian SME products in international markets, which will increase income and business growth for SMEs. By increasing the visibility and reputation of Indonesian SME brands in the global market, the government can also help improve the overall image and attractiveness of Indonesian products, which will support national economic growth and competitiveness in the global market.

In addition to direct support for SMEs, the government also needs to improve infrastructure and the business environment to create conditions that are more conducive to exports and public procurement. Adequate logistics infrastructure, including ports, airports, road networks and other transportation facilities, will facilitate the distribution of SME products to export markets and streamline shipping and procurement processes. Apart from that, the government also needs to improve public services such as licensing administration, legal security and payment systems to create a more stable and reliable business environment for SMEs. Implications of the upgrade

## CONCLUSION

Overall, increasing support and facilities for Indonesian SMEs in terms of exports and public procurement in the post-pandemic era is a crucial step in strengthening economic growth and national competitiveness. To achieve this, the government needs to implement pro-SME policies, including fiscal incentives, financial assistance, and technical training to increase the capacity and skills of SMEs. In addition, the government must also focus on improving infrastructure, facilitating export market access and public procurement, as well as improving the business environment through regulatory reform and improving public services. In this way, Indonesian SMEs will be better able to take advantage of opportunities in the international market and their contribution to national economic growth will increase. Furthermore, it is important for the government to continue to monitor and evaluate the effectiveness of the policies implemented, as well as adapt to changes in global and local economic dynamics. With collaboration between the government, SMEs and various other stakeholders, Indonesia can strengthen its position as a major player in international trade and build a resilient economy in the post-pandemic era.

## BIBLIOGRAPHY

- Arifin, Z., Cindrakasih, RR, Kertati, I., Dulame, IM, Harto, B., Pratomo, YS, ... & Juansa, A. (2023). *The revival of MSME businesses after Covid 19* . PT. Sonpedia Publishing Indonesia.
- Aripin, Z., Fitrianti, NG, & Fatmasari, RR (2023). Digital Innovation and Knowledge Management: The Latest Approaches in International Business. A Systematic Literature Review in the Indonesian Context. *KRIEZ ACADEMY: Journal of development and community service* , 1 (1), 62-74.
- Aripin, Z., Haryaman, A., & Sikki, N. (2024). INCENTIVE STRUCTURE AND ITS EFFECT ON REFERRALS: AN ANALYSIS OF THE ROLE OF SELF-CONSTRUCTION AS A DETERMINANT. *KRIEZ ACADEMY: Journal of development and community service*, 1(2), 65-77.
- Aripin, Z., Ichwanudin, W., & Faisal, I. (2023). BRAND SUSTAINABILITY STRATEGY DEVELOPMENT: THE ROLE OF SOCIAL MEDIA MARKETING AND MARKETING MANAGEMENT. *KRIEZ ACADEMY: Journal of development and community service*, 1(1), 39-49.
- Aripin, Z., Mulyani, S. R., & Haryaman, A. (2023). MARKETING STRATEGY IN PROJECT SUSTAINABILITY MANAGEMENT EFFORTS IN

- EXTRACTIVE INDUSTRIES: BUILDING A RECIPROCITY FRAMEWORK FOR COMMUNITY ENGAGEMENT. *KRIEZ ACADEMY: Journal of development and community service*, 1(1), 25-38.
- Aripin, Z., Supriatna, U., & Mahaputra, M. S. (2023). WITH THE ADVENT OF CHATGPT: HOW TO IDENTIFY STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS FOR THE FIELD OF EDUCATION AND THE BUSINESS WORLD OF VARIOUS DISCIPLINES. *KRIEZ ACADEMY: Journal of development and community service*, 1(1), 50-61.
- Aripin, Zaenal, Ricky Agusiady, and Didin Saepudin. "POST COVID: WHAT LESSONS CAN BE LEARNED FOR THE BANKING AND MSME INDUSTRY." *Journal of Economics, Accounting, Business, Management, Engineering and Society* 1.1 (2023): 25-36.
- Aripin, Zaenal, Farida Yulianty, Fitriana. "A QUANTITATIVE PERFORMANCE MANAGEMENT FRAMEWORK TO IMPROVE COMMUNITY ECONOMY THROUGH OMNICHANNEL SUPPLY CHAIN: A CASE STUDY IN THE BANKING AND MARKETING INDUSTRY." *KRIEZ ACADEMY: Journal of development and community service* 1.1 (2023): 15-24.
- Fitriana, Fitriana, Didin Saepudin, and Rachmat Agus Santoso. "Fraud Diamond Theory Detect Financial Statement Fraud in Manufacturing Companies on The Indonesia Stock Exchange." *International Business and Accounting Research Journal* 5.2 (2021): 93-105.
- Fitriana, Fitriana, Didin Saepudin, and Rachmat Agus Santoso. "Fraud Diamond Theory Detect Financial Statement Fraud in Manufacturing Companies on The Indonesia Stock Exchange." *International Business and Accounting Research Journal* 5.2 (2021): 93-105.
- KOSASIH, Kosasih et al. Big Five Personality on Life Satisfaction: Job Satisfaction and Job Stress as Mediators (Study on Small Enterprises in Garut Regency). **MIX: JURNAL ILMIAH MANAJEMEN**, [S.l.], v. 14, n. 1, p. 101-123, feb. 2024. ISSN 2460-5328. Available at: <[https://publikasi.mercubuana.ac.id/index.php/Jurnal\\_Mix/article/view/21337](https://publikasi.mercubuana.ac.id/index.php/Jurnal_Mix/article/view/21337)>. Date accessed: 11 may 2024. doi:[http://dx.doi.org/10.22441/jurnal\\_mix.2024.v14i1.006](http://dx.doi.org/10.22441/jurnal_mix.2024.v14i1.006).
- Fuat, M.A., & Solomon, R.V. (2023). Implementation of Government Regulation Policy 7 of 2021 relating to the Empowerment of MSMEs in the Procurement of Goods and Services at the Ministry of Cooperatives and MSMEs. *Brilliant: A Research and Conceptual Journal*, 8 (2), 281-296.
- Kusuma, IL, Subekti, A., & Azmi, AM (2022, December). Strengthening the Role of Marketing Digitalization in Micro, Small and Medium Enterprises

- (MSMEs) Post the Covid-19 Pandemic. In *Proceedings of the National Seminar & Call for Paper STIE AAS* (Vol. 5, No. 1, pp. 133-144).
- Kusuma, IL, Subekti, A., & Azmi, AM (2022, December). Strengthening the Role of Marketing Digitalization in Micro, Small and Medium Enterprises (MSMEs) Post the Covid-19 Pandemic. In *Proceedings of the National Seminar & Call for Paper STIE AAS* (Vol. 5, No. 1, pp. 133-144).
- Maharani, Y., & Marheni, M. (2022). Policy Strategy in Overcoming the Economic Crisis During the Covid-19 Pandemic: (Indonesian Case Study). *Jemasi: Journal of Management Economics and Accounting* , 17 (02), 234-244.
- Malik, YI (2022). Indonesia-China Cooperation in Indonesia's National Economic Recovery Efforts After the Covid-19 Pandemic. *Centric Journal* , 3 (1), 74-89.
- Malik, YI (2022). Indonesia-China Cooperation in Indonesia's National Economic Recovery Efforts After the Covid-19 Pandemic. *Centric Journal* , 3 (1), 74-89.
- Putri, MA (2022). ECONOMIC RECOVERY STRATEGY FOR UMKM CULINARY SECTOR POST COVID-19 PANDEMIC IN LUBUK LINGGAU CITY. *Interprof Journal* , 8 (2), 59-69.
- Pynatih, NMN, Amrita, NDA, & Aripin, Z. (2024). FINANCIAL IMPACT OF BRAND STRATEGY: AN ANALYSIS OF KEY FINDINGS AND FUTURE RESEARCH PROSPECTS. *KRIEZ ACADEMY: Journal of development and community service* , 1 (3), 33-46.
- Sumadi, S. (2021, December). Dynamics of MSME Transformation in the Digitalization Era of the Covid-19 Pandemic. In *Proceedings of the National Seminar & Call for Paper STIE AAS* (Vol. 4, No. 1, pp. 119-127).
- Utama, AP, Chan, S., Karyatun, S., & Lestari, R. (2024). INTEGRATED MARKETING COMMUNICATION AS A STRATEGY IN ACHIEVE BUSINESS SUSTAINABILITY. *Mandalika Journal of Community Services* , 1 (2), 52-60.
- Wandira, A., Fitriani, D., Fauzi, EM, & Hotimah, O. (2023). Strategy of Southeast Asian Countries in Economic Recovery After the Covid-19 Pandemic. *GEOGRAPHIA: Journal of Geography Education and Research* , 4 (2), 132-143.
- Wandira, A., Fitriani, D., Fauzi, EM, & Hotimah, O. (2023). Strategy of Southeast Asian Countries in Economic Recovery After the Covid-19 Pandemic. *GEOGRAPHIA: Journal of Geography Education and Research* , 4 (2), 132-143.