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MARKETING POTENTIAL OF RTD (READY TO DRINK) TEA IN THE MIDST OF THE COVID-19 PANDEMIC

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ABSTRACT

Competition in the packaged tea industry is very tight, thus requiring every business actor to have a strategy in order to attract consumers by fully understanding the purchasing decision process. The purpose of the study is to determine the Marketing Potential of RTD Tea (Ready to Drink) in the Midst of the Covid-19 Pandemic. A plethora studies have examined social media, marketing alliances and marketing innovations variables and their relationship to marketing potential, yet only few studies that examines them during the COVID-19 pandemic. Hence this research wants to shed a light on this situation. This research designed with a quantitative approach, based on the positivism paradigm. The main data source of this research is a company that produces ready-to-drink tea in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi) which is a member of the Soft Drink Industry Association. While secondary data was obtained from various institutions such as the Indonesian Soft Drinks Association (ASRIM), the Association of Food and Beverage Entrepreneurs (GAPMMI) and data from various other sources. The population of this research are companies that produce and market ready-to-drink tea in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi) which are members of the Soft Drink Industry Association. To analyze the influence between existing variables, this study will use Path Analysis. The findings reveal that social media, Marketing Alliance has a positive and significant effect on Marketing Potential, social media, Marketing Alliance has a positive and significant impact on Marketing Innovation.

INTRODUCTION

The COVID-19 pandemic and the existence of Large-Scale Social Restrictions (*PSBB*) and the Enforcement of Community Activity Restrictions (*PPKM*), the community is encouraged to stay at home and avoid traveling or leaving the house for anything that is not urgent. All activities are carried out at home including work and school. This makes Management have to rack their brains on how to keep their business breathing in the midst of a pandemic. Management must adapt and innovate to respond to these new challenges. Management must have a marketing strategy, so that the hotel can still generate revenue by utilizing the potential that exists in the hotel. According to the American Marketing Association (AMA), Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners and the public. During the Covid-19 period, entrepreneurs need a strategy in finding market share, how to manage limitations into business opportunities, that is led to this study in the marketing potential of food beverage industries such as the packaged tea industry.

Competition in the packaged tea industry is quite competitive, thus requiring every business actor to have a strategy in order to attract consumers by fully understanding the purchasing decision process. Purchasing decisions consist of five stages, namely need of recognition, search for information, evaluation of alternatives, purchase decisions, and post-purchase. Decision making involves a sequence of choices formed by consumers before making a purchase that begins after he has the will to fulfill a need. Consumers make decisions related to the place of purchase, the desired brand, model, quantity, time to buy, the amount of money to be spent and the method of payment (Hanaysha, 2018).

This research aims to examine the influence of social media, marketing alliances, on Marketing potential which is moderated by innovation marketing. This research is motivated by the existence of several studies regarding the relationship between social media, marketing alliances, marketing innovation. On the other hand, if examined more deeply, it can be seen that previous studies on average examined the effect of product lifecycle management on product development performance (Tai, 2017; Tai & Lin, 2018; Pinna, et al, 2018). A plethora studies have examined social media, marketing alliance and marketing innovation variable and their relationship to marketing potential, yet only few literatures found examined them during the Covid 19 pandemic.

High consumer purchasing decisions can result in high sales volume so that the profits to be obtained by business actors are higher. The needs and desires of consumers must be met in order to achieve customer satisfaction with a business product. Satisfied consumers tend to repurchase the product when their needs come back in the future. Objectives of the customer satisfaction program: measure satisfaction, develop a profile of strengths and weaknesses, determine the relevance of specific performance aspects to satisfaction and develop performance to increase the customer's Marketing Potential (Ilieska, 2013).

The existence of economic developments and changes in people's lifestyles, make people's consumption patterns change. Including public consumption of tea drinks. This change in consumption patterns to something more practical has resulted in the development of the tea industry. Companies that produce beverage products from tea develop various products to meet the wishes of consumers who want practicality. Changes in consumer eating or drinking patterns, usually occur in urban communities. Urban communities have dynamic characteristics, namely buying products not only for their functions, but also for the satisfaction they want. The types of Ready to Drink tea that are widely promoted through various media and supported by the availability of goods in stores will be responded to by consumers in urban areas more quickly (Mufidah, 2012).

The increasing number of players for packaged drinks, such as bottled tea, is undeniably starting to erode the market share of the market leader, which has been played by Teh Botol Sosro. The beginning of the eroding market dominance of the leader can be seen from the brand share which is only around 50% and continues to show a decline every time. In a survey regarding the current bottled tea brand, Sosro with its brand share is still the top of mind among the public. However, other brands, such as Teh Pucuk, Nu Green Tea, Teh Gelas, Teh Javana, and others began to be known by the public. As newcomers and challengers, these various brands of tea attack the incumbent from various sides, from price, packaging, to taste.

As a new player, bottled tea which began to appear in 2010 also focuses on the millennial generation market. Therefore, the determination of taste also follows the lifestyle of millennials, who prefer low sweetness. Millennials are so mobile that they prefer a drink they can take anywhere. That's why it's more suitable to use plastic bottles. Millennials, according to them, have brand plasticity traits that are easily influenced and influenced by a digital lifestyle. The increasingly extreme digital behavior will occur in the next generation—Gen Z, which is the first fully digital generation—making this generation faster in thinking and taking action. This then indirectly affects consumption patterns that want to be fast so that products must be adapted to the needs of this generation.

Dominating the millennial market and below will certainly benefit the company today and become hope for the future. This is because the generation born after the 1980s-1990's is in the middle of becoming a productive group, so that it has the largest purchasing power and consumption patterns. Meanwhile, Teh Botol Sosro as the incumbent is actually experiencing a market leader dilemma. Sosro must maintain its market, which currently exists in the baby boomers generation and generation X. Although it is still large, this market will shrink in line with the decreasing number of purchasing power and decreasing consumption patterns.

In today's global business competition, internal company improvements such as managerial capabilities, innovation strategies and the use of marketing alliances are not enough to increase Marketing potential. However, external factors also need to be considered, such as the use of social media as a forum

to introduce and increase market share. As social media networks have emerged and developed rapidly in the last decade, interest in social media marketing among businesses and companies has grown sharply in the world. Many managers are becoming more comfortable with being active on social media as part of integrated marketing communications (Hoffman & Fodor, 2010).

This pandemic has made it difficult for all businesses. Internet technology is one of the main aids in product marketing during the current pandemic. One of them is the presence of social media. Social media marketing (social media) is an important instrument in business competition (Martinez, 2018). Social media marketing is referred to as an intangible asset that can provide competitive competitiveness for companies (Jin et al., 2018). However, social media will be difficult to reach in poor nations where information technology is not yet generally available and the internet is not readily accessible from anywhere and by anybody (Islam, et al., 2020).

Social media is also seen as an effective billboard for corporate advertising with the aim of increasing better Marketing potential (Rapp et al., 2013). Most companies use social media to enhance business brand image and brand awareness ((Nisar & Whitehead, 2016); (Pentina et al., 2013)). Furthermore, social media affects the company's branding strategy that leads to eWOM (electronic word of mouth) (Barreda et al., 2015), because eWOM attracts consumers and increases purchase intention (Xie et al., 2016). Thus, social media can increase marketing potential ((Singh & Sinha, 2017); (Alarcon-del-Amo, et al, 2017); (Kim et al., 2018); (Ahmad, et al, 2018); (Tajvidi & Karami, 2017); (Centikya & Rashid, 2019)). The study of Wang & Kim (2017) proves that the use of social media moderates the effect of customer relationship management capabilities on marketing potential.

Today's dynamic and competitive business environment exposes companies to challenges by meeting rising market demand and expectations accompanied by increased technological sophistication. Alignment of company needs and managerial capabilities is a tough task for managers in facing competition and increasing competitive advantage. The application of innovation strategies by managers can help in increasing competitive advantage in competing in the market. Thus, innovation is seen as a way to achieve sustainable performance and growth (Fartash & Davoudi, 2012). Such innovations must be aligned with the company's strategy, which is innovation that is able to create value by using relevant knowledge and resources for the conversion of ideas into new products, processes, or practices with the potential to have a major transformational effect on the evolution of markets and industries (Varadajan, 2018). Therefore, educating potential entrepreneurs through digital methods is essential (Kawamorita, 2020)

Shahmarichatghieh et al. (in (Dogan, 2017) found that the results of each concept of product life cycle, technology life cycle and market life cycle are different and making decisions based on all of them together can lead to more optimal results. This shows that strategic innovation can support product life cycle management, so that it can survive and provide benefits for

the company. The innovation marketing model framework developed by Schlegelmilch et al (in (Dogan, 2017)) shows that strategic innovation will be able to increase customer value and be able to position the company in competition. Innovative business processes and activities that support the direction of the company's goals have an impact on the Marketing potential ((Kalay & Gary, 2015); (Laban & Deya, 2019); (Schroeder, 2013); (Lilly & Juma, 2014)).

In addition to these factors, Marketing potential must implement marketing alliances in this era of global competition. according to (Robinson & Pearce II, 2013) A marketing alliance refers to an agreement between two or more organizations whereby they contribute capabilities, resources, or expertise to a joint venture. A marketing alliance is a term that encompasses a variety of interconnected cooperative agreements, ranging from joint research to formal joint ventures and minority equity participation (Bartlett & Beamish, 2018). Alliance marketing refers to the transaction of helping alliance parties to achieve company goals. Marketing alliances offer significant opportunities for companies, including the ability to expand the company's capabilities and to optimize value (O'Dwyer & Gilmore, 2018), creating new opportunities, entrepreneurial and innovative capabilities, and social capital due to close relations among the society members and the mutual trust, social obligations, networks, cooperative behaviour, voluntarism, and commonly shared norms among society members ((Talebi et al., 2017; Diab, 2021)), so as to increase Marketing potential (Muthoka & Oduor, 2014). Besides that, they needed to consider further segmentation, target market research, and positioning in a newly shaped market (Salamzadeh & Dana, 2021).

Other research shows that alliance marketing does not always increase innovative performance, but it depends on the type of partnership chosen and the company's ability to learn from the partnership. Kuratko et al (2015) Collaborating with partners is a form of strategic intervention for organizational change, called trans-organizational development. These interventions link the organization's internal processes with the business environment. It focuses on creating partnerships with other organizations (Cummings & Worley, 2014). Meanwhile, Pereira et al. (2021) assert that organizational resilience is a dynamic process in which corporate members (staff) demonstrate positive accommodation, hence strengthening the organization's benefits during times of stress. Access to a wide range of external partners in the company's network, expanding the range of new innovative ideas. During growth or over the life span of a new product, a company goes through various stages of growth. Each stage faces various threats and opportunities, which require different (financial) resources. Therefore, marketing alliances can be formed at any stage to overcome threats and sustain growth.

Based on the description above, this research will examine the influence of social media, marketing alliances, on Marketing potential which is moderated by innovation marketing. This research is motivated by the existence of several studies regarding the relationship between social media, marketing alliances, marketing innovation. On the other hand, if examined more deeply,

it can be seen that previous studies on average examined the effect of product lifecycle management on product development performance (Tai, 2017; Tai & Lin, 2018; Pinna, et al, 2018). A plethora studies have examined social media, marketing alliance and marketing innovation variable and their relationship to marketing potential, yet only few literatures found examined them during the Covid 19 pandemic. Hence, this research is immensible to be done. So, the purpose of this study is to find out the Marketing Potential of RTD (Ready to Drink) Tea in the Midst of the Covid 19 Pandemic.

THEORETICAL BACKGROUND

The learning could be considered effect and permanent when the activities are considered to be similar on the situations of actual life. In reality, the authentic learning (AL) could be considered a big contribution in the environment of learning. The AL had their roots in the leaning of situation (Gulikers, 2005). The AL model is incorporated within situational learning approach that is predicted in Figure.1. As a result, it is believed that the approach and theory could ne be used for the real learning. This could be more accurate to refer to authentic learning as a model (Duke & Osim, 2020; Kyurkchiev, 2020; Moral-Campillo et al., 2020; Virginia-Añez et al., 2020). Within the ALA model, a range of teaching tactics and methods, such as presentation research, lecture, question answer, solving of problem, group learning, individual learning and teaching techniques out the class etc. could be used. According to the national literature, the authentic learning (AL) models’ methodologies and approaches contain “problem-based learning, project-based learning, inquiry-based learning, contextual learning, cooperative learning, and connected learning.”

Framework

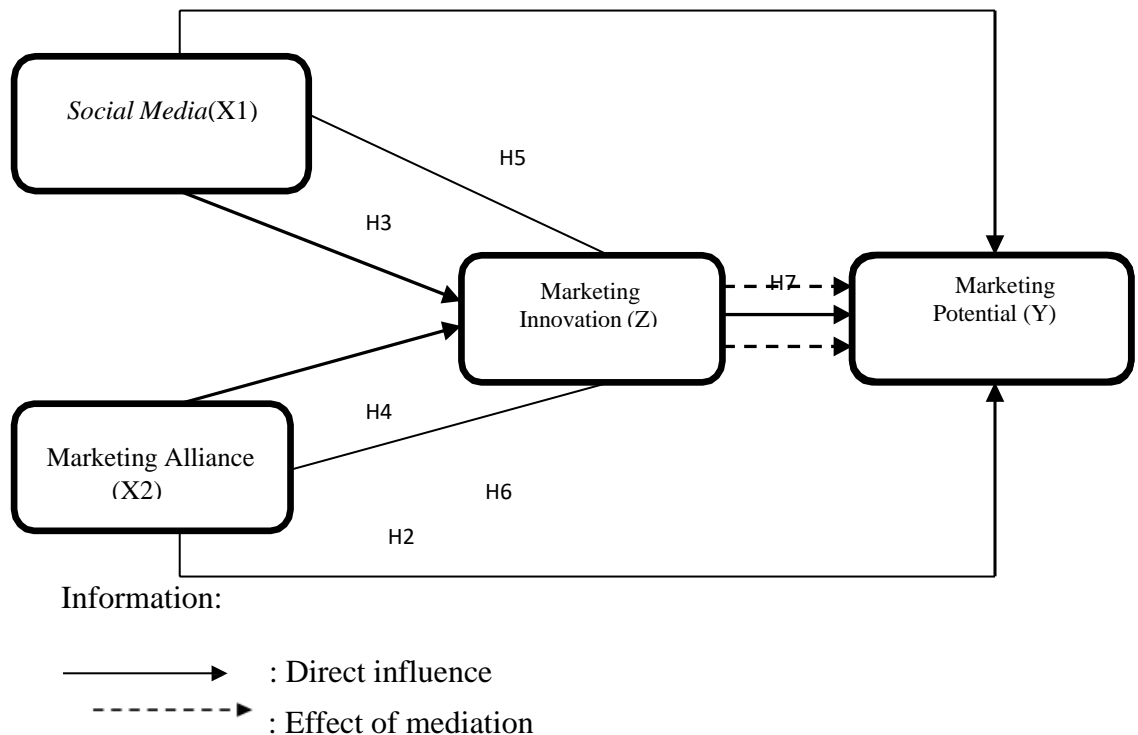


Figure.1: Framework

Hypothesis

The Influence of social media on Marketing Potential

Social media is as a product or service marketing tool as well as a forum for interaction with customers to try to solve their own problems (Edosomwan et al., 2011). On the other hand, social media provides a social network identity for its users in creating profiles of social activities and also allows its users to create and exchange content opinions by users without the constraints of time and space (Carr & Hayes, 2015; Kaplan & Haenlein, 2012; Erdil & Ozdemir, 2016). Today, social media has become an important external and internal communication medium for companies and is even able to help improve the company's marketing performance (Singh & Sinha, 2017); (Alarcon-del-Amo et al., 2017) ;(Ahmed, 2017) ;(Tajvidi & Karami, 2021);(Cetinkaya & Rashid, 2018)). Study by Wang & Kim (2017) proves that the use of social media moderates the effect of customer relationship management capabilities on the company's marketing performance. Study by Purwiantoro et al. (2016) shows that the use of social media can increase sales by more than 100% if the company updates information consistently through social media every day. Based on the results of the research above, the following hypotheses can be made:

H1: social media has a Positive Effect on Marketing Potential

The Effect of Marketing Alliance on Marketing Potential

Business activities cannot be separated from linkages with external parties. Linkages with other parties can be done through cooperation agreements or marketing alliances, namely alliances that are in line with the company's strategy, so that they can support the achievement of company goals. Marketing alliances lead to agreements among companies to pursue common goals through coordinated efforts and through sharing of resources. This cooperation agreement can create new opportunities, entrepreneurial and innovative capabilities, as well as social capital (Kalay & Gary, 2015); (Talebi et al., 2017). Research studies conducted by Kalay and Lynn, (2015) also show that marketing alliances can improve a company's marketing performance. Research studies conducted by Muthoka & Odour (2014) also show that marketing alliances can improve the company's marketing performance. Based on the results of the research above, the following hypotheses can be made:

H2: Marketing Alliances has a Positive Effect Effect on Marketing Potential

The Influence of social media on Marketing Innovation

Study by Akmese et al (2016) which reveals that there is no significant effect between companies that use social media and companies that do not use social media on the company's net sales. The average sales results of companies that use social media and do not use social media are proven to have no

significant difference. The company conducts product innovation by conducting research and development (R&D) of new products that can add to the economic value of a company. By innovating products, companies will use their resources to be able to innovate through products that will then differentiate their products from competitors (Marietza & Simbolon, 2021). Based on the results of the research above, the following hypotheses can be made:

H3: social media has a Positive Effect on Marketing Innovation

Effect of Marketing Alliance on Marketing Innovation

Marketing alliances include various interfirm agreements such as licensing, R&D agreements and joint ventures (Gulati et al., 2012), partner involvement is very different across these types of agreements. As a result, contract-based alliances and partnerships have different part dynamics compared to, let's say, joint ventures that bind partners are stronger. Alliance managers need to consider how they can implement procedures to ensure that justice occurs. This is an activity that begins with the alliance formation phase and is likely to continue throughout the alliance. The fairness ability of an alliance also directly affects the level of commitment, both affective and calculative, and is therefore important for the longevity of the alliance as elements of the relationship such as commitment often replace the more stringent contractual terms in older alliances. While developing systems to ensure fairness requires resources from alliance managers, the benefits are potentially durable and will be transferable to other alliances that organizations provide (Dhaundiyal & Coughlan, 2020). Based on the results of the research above, the following hypotheses can be made:

H4: Marketing Alliance has a Positive Effect on Marketing Innovation

The Influence of Social Media on Marketing Potential with Marketing Innovation as a Mediation Variable

Enterprises' drive for adopting novel equipment to modify strategy and operations is referred to as digital transformation (Hameed, et al., 2021). Therefore, utilizing social media in marketing beverage products and proven effective in disseminating promotional messages to customers in a fast and cost-effective manner compared to traditional media (Soedarsono et al., 2020). Digital marketing is a marketing activity so that products or services are better known by potential consumers and at the same time influence potential buyers to be able to buy and consume company products and services through Internet media (Oktaviani & Rustandi, 2018). Based on the results of the research above, the following hypotheses can be made:

H5: social media has a Positive Effect on Marketing Potential with Marketing Innovation as Mediation Variable.

Effect of Marketing Alliance on Marketing Potential mediated by Marketing Innovation variable

Marnoto & Ade (2021) which states that product innovation can be developed and difficult to imitate by competitors that can provide meaningful value to customers so as to enhance strategic alliances. This shows that the higher the product innovation, the higher the strategic alliance. Various types of products are made of course must have quality to be able to compete in the market. One of the competitive advantages is having knowledge about *knowledge management*, so that their business can last a long time while being able to compete in the market. Because at this time there are many new and popular foods and drinks that are popular with the community. Over time, contemporary foods and beverages do not last long because they are replaced by other substitute products, (Putra, 2019). Based on the results of the research above, the following hypotheses can be made:

H6: Marketing Alliance has a Positive Effect on Marketing Potential with Marketing Innovation as Mediation Variable.

Effect of Marketing Innovation on Marketing Potential

Strategic innovation is an innovation that is able to support the company's efforts and strategies in achieving company goals. Strategic innovations that transform existing businesses into new ones and have a major impact on the company's marketing performance (Kodama, 2017). The strategic innovation model framework developed by Schlegelmilch et al (2003) shows that strategic innovation has the ability to increase the value of the company's products and services and as a result the company is able to stay in the competition (Dogan, 2017). Innovative business processes and activities that support the direction of the company's goals have an impact on the company's marketing performance ((Kalay & Gary, 2015) ;(Laban & Deya, 2019) ;(Lilly & Juma, 2014)). Based on the results of the research above, the following hypotheses can be made:

H7: Marketing Innovation has a Positive Effect on Marketing Potential

RESEARCH METHODOLOGY

This research was designed with a quantitative approach, based on the positivism paradigm. Sources of data in this study are primary data sources and secondary data. The main data source of this research is a company that produces ready-to-drink tea in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi) which is a member of the Soft Drink Industry Association. While secondary data was obtained from various institutions such as the Indonesian Soft Drinks Association (ASRIM), the Association of Food and Beverage Entrepreneurs (GAPMMI) and data from various other sources. The population of this research are companies that produce and market ready-to-drink tea in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi) which are members of the Soft Drink Industry Association.

The data collection method in this study is based on questions posed to respondents designed to obtain information from respondents (Maholtra & Dash, 2009). Thus, in this study will collect data from operational managers or marketing managers of ready-to-drink beverage companies in the Jakarta, Bogor, Depok, Bekasi, and Tangerang areas. Meanwhile, the data collection procedure used in this research is structured data collection. To analyze the influence between existing variables, this study will use Path Analysis.

DATA ANALYSIS

Path Analysis

This test is used if the researcher uses intervening or mediating variables and this analysis uses the path analysis method which is an extension of multiple linear analysis. Or path analysis is the use of regression analysis to estimate the causal relationship between variables that have been previously determined based on theory and determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis (Ghozali, 2013).

Table.1: Results of Direct Effects of Path Analysis 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915a	.837	.832	1.436

a. Predictors: (Constant), MARKETING INNOVATION, SOCIAL MEDIA, MARKETING ALLIANCE

b. Dependent Variable: MARKETING POTENTIAL

Source: primary data processed 2021

Based on table above, shows the value of R^2 (R Square) of 0.837. The value of R^2 used in the calculation of e_1 and e_2 is a variant of the Marketing Potential variable (Y) which is not explained in Social Media (X1), Marketing Alliance (X2) and Marketing Innovation (Z).

Table.2: Results of The Indirect Effect of Path Analysis 2Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.543	1,759

a. Predictors: (Constant), MARKETING ALLIANCE , SOCIAL MEDIA

b. Dependent Variable: MARKETING INNOVATION

Source: primary data processed 2021

Based on table above, shows the value of R² (R Square) of 0.552. The value of R² is used in the calculation of e₂, e₂ is a variant of the Marketing Innovation variable (Z) which is not explained in social media (X1) and Marketing Alliance (X2).

Table.3: Results of Direct Path Analysis Coefficients 1

Model		Unstandardized Coefficients			Standardized Coefficients	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.475	1.640		-.899	.371
	SOCIAL MEDIA	.278	.063	.253	4.408	.000
	MARKETING ALLIANCE	.160	.061	.155	2,606	.011
	MARKETING INNOVATION	.818	.083	.608	9,866	.000

a. Dependent Variable: MARKETING POTENTIAL

Source: primary data processed 2021

Table.4: Results of Indirect Path Analysis Coefficients 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,703	1973		1,877	.064
	SOCIAL MEDIA	.304	.071	.371	4.286	.000
	MARKETING ALLIANCE	.347	.066	.453	5.234	.000

a. Dependent Variable: MARKETING INNOVATION

Source: primary data processed 2021

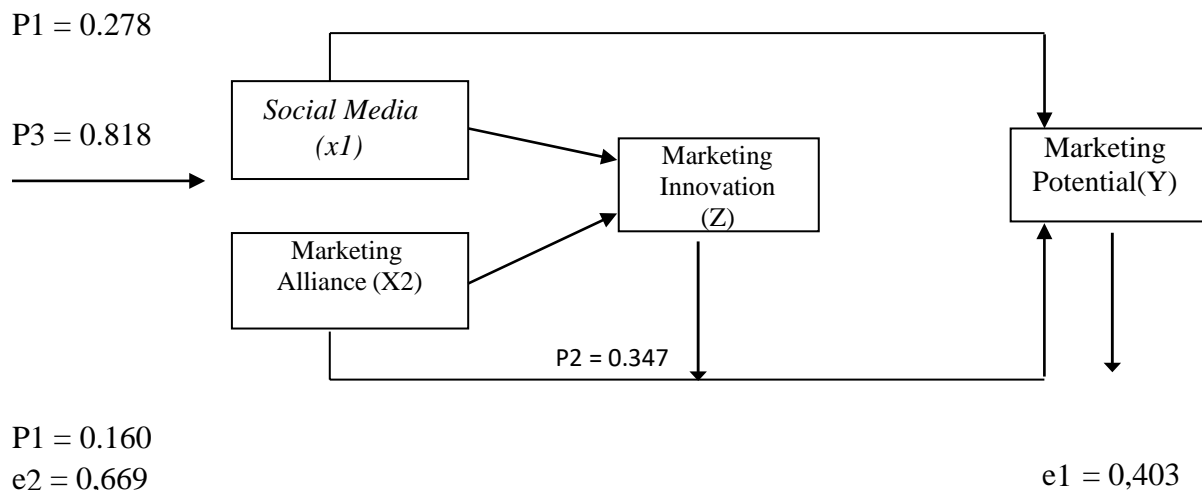


Figure.2: Path Analysis Result Model

Source: primary data processed 2021

DISCUSSION

The Effect of Social Media on Marketing Potential

Based on the t test test 1 in table 3, it can be seen that Social Media (X1) has a t statistic of 4.408 greater than the t table value of 1.660 and a significant value of 0.000 at an alpha coefficient of 5% or 0.05. Because the result is a significant value less than 0.05, it can be interpreted that Social Media has a positive and significant effect on Marketing Potential. This is in line with research which also states that Social Media has a positive effect on Marketing Potential, which is carried out by (Laroche et al., 2012) and (Anggraeni et al., 2019). So that we can conclude that H1 is accepted.

Effect of Marketing Alliance on Marketing Potential

Based on the t test test 1 in table 3, it can be seen that the Marketing Alliance (X2) has a t-value of 2.606 which is greater than the t-table value of 1.660 and a significant value of 0.011 at an alpha coefficient of 5% or 0.05. Because the result of the significance value is less than 0.05, it can be interpreted that the Marketing Alliance has a positive and significant effect on Marketing Potential. Based on the data above, it is found that the indicator of the biggest marketing alliance is in building marketing cooperation, including business marketing alliances carried out by Teh Pucuk Harum with MSMEs. Especially during the current Covid-19 pandemic, many MSMEs are affected and must make alliances between MSMEs. By making an alliance, it is hoped that Teh Pucuk Harum and MSMEs will be better prepared to face the new normal era so that they can get through the crisis situation that must be faced. This alliance program is to help MSME actors in the culinary field who are economically affected by the COVID-19 outbreak, especially MSMEs in the Teh Pucuk Harum Food Street area. This is supported by Kuratko et al (2015) shows that alliance marketing does not necessarily

increase innovative performance, but that it depends on the type of partnership chosen and the company's ability to learn from the partnership. Collaborating with partners is a form of strategic intervention for organizational change, called trans-organizational development. These interventions link the organization's internal processes with the business environment. It focuses on creating partnerships with other organizations (Cummings & Worley, 2014). Business activities cannot be separated from linkages with external parties. Linkages with other parties can be done through cooperation agreements or marketing alliances, namely alliances that are in line with the company's strategy, so that they can support the achievement of company goals. Marketing alliances lead to agreements between or between companies to pursue common goals through coordinating activities and sharing resources. This cooperation agreement can create new opportunities, entrepreneurial and innovative capabilities, and social capital (Kalay & Lynn, 2015). Research studies conducted by Kalay and Lynn (2015) also show that marketing alliances can improve a company's marketing performance. So that we can conclude that H2 is accepted

The Influence of Social Media on Marketing Innovation

Based on the t test test 2 in table 4, it can be seen that Social Media (X1) we can see that the t value in the Social Media t-count variable is 4.286 greater than the t table, which is 0.676 and a significant value of 0.000 at the alpha coefficient of 5% or 0.05. Because the results of the significance value are less than 0.05, it can be interpreted that Social Media has a positive and significant effect on Marketing Innovation. In line with the research conducted (Fartash & Davoudi, 2012) which states that innovation is seen as a way to achieve sustainable performance and growth. So that we can conclude that H3 is accepted.

Strategic innovations that transform existing businesses into new businesses and have a major impact on the company's marketing performance (Kodama, 2018). The strategic innovation model framework developed by Schlegelmilch et al (2003) shows that strategic innovation will be able to increase customer value and be able to position the company in competition (Dogan, 2017). Innovative business processes and activities that support the direction of the company's goals have an impact on the company's marketing performance (Kalay & Lynn, 2015; Laban & Deya, 2019; Lilly & Juma, 2014). There are three areas that become the arena of competition for the RTD beverage business, namely innovation, efficiency, and affordability. In terms of innovation, the market for packaged tea drinks in Indonesia is leading to a trend of changing consumer habits, consumers are easily bored with one taste. It means, Industry players are required to be more prepared to innovate. Companies must be more versatile in terms of the organization. In addition, marketing innovation is not only influenced by innovation, but also to be able to compete in drinking water, they have to build a distribution network and invest trillions.

Effect of Marketing Alliance on Marketing Innovation

Based on the t-test 2 in table 4 of the Marketing Alliance (X2), we can see that the t- value of the Marketing Alliance variable is 5.234, which is greater than the t-table value of 0.676 and a significance value of 0.000 at an alpha coefficient of 5% or 0.05. Because the result of the significance value is less than 0.05, it can be interpreted that the Marketing Alliance has a positive and significant effect on Marketing Innovation. In line with Sudarman et al. (2021) which explain that internal company improvements such as managerial capabilities, innovation strategies and the use of marketing alliances are proven to increase Marketing potential. However, external factors also need to be considered, such as the use of social media as a forum to introduce and increase market share. So the conclusion obtained is that H4 is accepted.

The Influence of Social Media on Marketing Potential with Marketing Innovation as a Mediation Variable

Based on Path Analysis Testing, it was obtained that t statistic was 3.910190 which was greater than t table 1.660 so that we concluded that there was an influence of Social Media (X1) on Marketing Potential (Y) mediated by Marketing Innovation (Z). Thus Marketing Innovation (Z) is able to mediate Social Media (X1) on Marketing Potential (Y). In line with research conducted by Laroche et al. (2012), that if consumers actively participate in social networking, consumers will be more familiar with the brand, which will then increase Marketing Innovation, and Consumer Marketing Innovation will increase Marketing Potential. A well-planned marketing strategy in the face of this pandemic condition, Thus, there is still room for growth and a market potential that is still open if optimizing its marketing strategy, especially in digital marketing. In the Covid-19 pandemic situation, digital marketing is the right solution in developing a business through the selection of services that are quite familiar, such as RTD increasing promotions on social media, developing innovative creativity in products to provide superior value propositions in the eyes of consumers (Adithia & Jaya, 2021).

This shows that digital marketing is not only focused on marketing communications but can also describe marketing channels. Currently, digital marketing is the main choice for marketers because it has several advantages such as its wide reach, interactive, current and up-to-date information, as well as being easy and useful in the buying process. Digital marketing is also an option for young entrepreneurs because it is cheap but has a significant marketing impact. So that H5 is accepted.

Haavisto (2012) highlight that, to be beneficial to the company, the active participation of consumers is very important. He also stated that there is some interest among organizations to use social media tools, but many companies are unclear about how to effectively integrate them. From the customer's perspective, social media has empowered them to be active in the exchange process, because their opinions will be heard, and can ultimately contribute to the evolution of products and services. The presence of social media today greatly affects human activities, including marketing activities. The use of

social media in marketing today is very effective and can reach various groups ranging from young people to adults. With social media, another business activity that is also crucial for Marketing potential is marketing activity.

In this study, the observed marketing activity is marketing communication, in the form of social media. For information about the products of Teh Pucuk Harum, each tab contains the variants of the tea shoots, activities, and events that have been carried out by Teh Pucuk Harum. Furthermore, there is also a contact tab on the website which contains complete information in the form of names and cellphone sales numbers from every city in Indonesia. This is intended to make it easier for parties who want to cooperate or become distributors and sellers to get information about how to get these products. This will automatically facilitate and simplify the distribution process of Teh Pucuk Harum products. This website is also directly connected and integrated with the socialmedia used, namely Facebook and Twitter.

Social media is a medium that provides a social network identity for its users in creating profiles for social activities and also allows users to create and exchange opinions with content users without limitations of space and time ((Carr & Hayes, 2015);(Erdil & zdemir, 2016)). Currently, social media is an important external and internal communication medium for companies that can even help improve the company's marketing performance ((Alarcon-del-Amo et al., 2017);(Ahmad et al., 2019)).

Effect of Marketing Alliance on Marketing Potential mediated by Marketing Innovation variable

Based on Path Analysis Testing obtained t statistic of 4.6202953885 is greater than t table 1.66023 so that we can conclude that there is an influence of Marketing Alliance (X2) on Marketing Potential (Y) mediated by Marketing Innovation (Z). Thus Marketing Innovation (Z) is able to mediate Marketing Alliance (X2) towards Marketing Potential (Y). In line with the research conducted (Marnoto & Ade, 2021) which states that product innovation can be developed and difficult to imitate by competitors that can provide meaningful value to customers so as to enhance strategic alliances. This shows that the higher the product innovation, the higher the strategic alliance. Competitive advantage depends on knowledge management through product innovation. Knowledge management is able to increase product innovation in SMEs, which then has an impact on increasing competitive advantage. Thus knowledge management has a significant effect on competitive advantage through product innovation (Putra, 2019).

Strategic innovations that transform existing businesses into new ones and have a major impact on the company's marketing performance (Kodama, 2017). The strategic innovation model framework developed by Schlegelmilch et al., (2003) shows that strategic innovation will be able to increase customer value and be able to position the company in competition (Dogan, 2017). Innovative business processes and activities that support the direction of the company's goals have an impact on the company's marketing performance (Kalay & Lynn, 2015; Laban & Deya, 2019; Lilly & Juma, 2014). There are

three areas that become the arena of competition for the RTD beverage business, namely innovation, efficiency, and affordability. In terms of innovation, the market for packaged tea drinks in Indonesia is leading to a trend of changing consumer habits, consumers are easily bored with one taste. This means that industry players are more required to be ready to innovate. Companies must be more versatile in terms of the organization. In addition, marketing performance is not only influenced by innovation, but also to be able to compete in drinking water, they must build a distribution network and invest trillions.

At the time of the Covid-19 pandemic, social media was a meeting place for buyers and sellers. The seller sells his merchandise and the buyer can search for the necessary goods. Economic growth during the Covid-19 pandemic is certainly declining, but if we use social media to be something productive, it is expected that economic conditions will stabilize again. (Pratiwi, 2020).

Effect of Marketing Innovation on Marketing Potential

Based on the t-test 1 in table 3, it can be seen that Marketing Innovation (Z) has a t value of 9.866 which is greater than the t table value of 1.66023 and a significance value of 0.000 at an alpha coefficient of 5% or 0.05. Because the significance result is less than 0.05, it can be interpreted that Marketing Innovation has a positive and significant effect on Marketing Potential. This is in line with research conducted by Fartash & Davoudi (2012) which states that innovation is seen as a way to obtain sustainable performance and growth (Fartash & Davoudi, 2012). However, these innovations must be in line with the company's strategy, namely innovations that are able to create value by using relevant knowledge and resources for the conversion of ideas into products, processes or a new practice with the potential to have a major transforming effect on the evolution of markets and industries (Va radarajan, 2018). So, the conclusion we can get is H7 is accepted.

At the time of the Covid-19 Pandemic, businesses had to force themselves to survive by still producing, marketing and selling their products online. Furthermore, customers chose to purchase online because they were aware of the ease of use of online shopping platforms, valued the convenience they provided, and understood the perceived benefits of doing so (Ashafani, 2021). The occurrence of this virus outbreak provides new opportunities and strategies in terms of production, marketing, transaction and delivery of products to consumers. Currently, this collaboration has been run by working with online platforms and social media to market their products. In this coronavirus pandemic, marketers must quickly adapt along with the enactment of social distancing. Without political pressure on governments around the world, the world would revert to unsustainable corporate practices rather than emerging with a greater understanding of what is considered acceptable and normal (Isaac, et al., 2020). Therefore marketers need to respond by making the right strategy, both when the pandemic takes place and after the pandemic ends, such as culinary examples are now starting to switch to making ready to eat, ready to cook, and ready to drink products and frozen food marketed

through the concept of inter-messaging, reseller concepts, and sales through this marketplace in line with the results of research by Sudaryana et al (2021). This pandemic forced business owners to switch marketing strategies, promotions and transactions from conventional to digital. Even, during pandemic people continue to use social media, and TV broadcast has changed so that it has the opportunity to reach a wider audience (Forbes, 2020). Further, we need to use different language styles in advertising. This problem at the same time proves the basic assumption of research that economic problems are strongly related to cultural studies or in this case language problems, namely stylistics, especially language styles. As an economic practice, all three beverage groups utilize language styles in advertising as information exposure. The utilization and presence of these styles, whether realized or not by companies and illustrators, has more or less played a role in economic practice through a variety of proven functions on analysis.

The food and beverage sector has been deeply impacted by the Covid-19 pandemic. This behavior is due to a decrease in the number of buyers and changes in the frequency of public spending. Businesses are encouraged to make adjustments. One of them is done by preparing a marketing strategy in entrepreneurship in the creative economy sector through STP (Segmenting, Targetting and Positioning) to attract consumers with market concepts, namely activists, active customers, and passive customers (Abdi & Febriyanti, 2020). While the supporting factors in entrepreneurship in the creative economy sector during the Covid-19 pandemic to run effectively and efficiently including promotion, customers excellent service rewards, affiliates or partnerships and social capital.

CONCLUSION AND RECOMMENDATIONS

According to the results of the analysis, the following conclusions can be drawn.

1. Social Media (X1) has a t-count of 4,408, which is greater than the t-table value of 1,660 and a significant value of 0,000 at an alpha coefficient of 5% or 0,05. Because the result is a significant value less than 0,05, it can be interpreted that Social Media has a positive and significant effect on Marketing Potential.
2. Marketing Alliance (X2) has a t-value of 2,606 which is greater than the t-table value of 1,660 and a significant value of 0,011 at an alpha coefficient of 5% or 0,05. Because the result of the significance value is less than 0.05, it can be interpreted that the Marketing Alliance has a positive and significant effect on Marketing Potential.
3. Social Media variable t statistic of 4,286 is greater than t table that is 0,676 and a significant value of 0,000 at an alpha coefficient of 5% or 0,05. Because the results of the significance value are less than 0,05, it can be interpreted that Social Media has a positive and significant effect on Marketing Innovation.
4. The Marketing Alliance variable is 5,234, which is greater than the t table value of 0,676 and a significance value of 0,000 at an alpha coefficient of 5% or 0,05. Because the result of the significance value is less than 0,05, it

can be interpreted that the Marketing Alliance has a positive and significant effect on Marketing Innovation.

5. Based on Path Analysis Testing, it was obtained that t statistic was 3,910190 which was greater than t table 1,660 so that we concluded that there was an influence of Social Media (X1) on Marketing Potential (Y) mediated by Marketing Innovation (Z).

6. Based on Path Analysis Testing obtained t statistic of 4,6202953885 is greater than t table 1,66023 so that we can conclude that there is an influence of Marketing Alliance (X2) on Marketing Potential (Y) mediated by Marketing Innovation (Z). Thus Marketing Innovation (Z) is able to mediate Marketing Alliance (X2) towards Marketing Potential (Y).

7. Marketing Innovation (Z) has a t-value of 9,866, which is greater than the t-table value of 1,66023 and a significance value of 0,000 at an alpha coefficient of 5% or 0,05. Because the significance result is less than 0,05, it can be interpreted that Marketing Innovation has a positive and significant effect on Marketing Potential.

During the Covid-19 period, entrepreneurs need a strategy in finding market share, how to manage limitations into business opportunities that aims to increase the marketing potential. A quantitative approach, with Path analysis show that Social Media, Marketing Alliance, and Marketing Innovation has a positive significant effect on Marketing Potential of a company that produces ready-to-drink tea in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi).

Because eWOM (electronic word of mouth) draws consumers and boosts purchase intention, social media has an impact on a company's branding strategy, which leads to eWOM (electric word of mouth). As a result, social media has the potential to improve marketing potential.

Alliance marketing does not necessarily increase innovative performance, but that it depends on the type of partnership chosen and the company's ability to learn from the partnership. Collaborating with partners is a form of strategic intervention for organizational change, called trans-organizational development. These interventions link the organization's internal processes with the business environment.

In terms of innovation, the market for packaged tea drinks in Indonesia is leading to a shift in consumer behavior, with buyers becoming easily bored with a single flavor. It implies that industry actors must be more open to new ideas and be more innovative. Companies must become more adaptable in terms of organizational structure. Furthermore, marketing innovation is not only influenced by invention, but in order to compete in the drinking water industry, they must first develop a distribution network and invest trillions of money.

Furthermore, the author hopes that this research results can be used in other articles with similar topic, especially the research on Marketing Potential of Food and Beverages industries in the midst of the Covid-19 Pandemic.

Businesses are encouraged to make adjustments. One of them is done by preparing a marketing strategy in entrepreneurship in the creative economy sector through STP (Segmenting, Targeting and Positioning) to attract consumers with market concepts, namely activists, active customers, and passive customers. Other researchers who want to continue this research should look at another variable and use a different subject to come up with new results on the Marketing Potential of Food and Beverage Industries.

Limitations

However, there are limitations of this study such as the subject that only utilize companies that produce and market ready-to-drink tea in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi) which are members of the Soft Drink Industry Association. This study only measure through social media, Marketing Alliance, and Marketing Innovation which can be develop to another variable to measure Marketing Potential such as Characteristic of Customer, Enviromental Characteristic, Platform characteristic, Platform characteristic, and so on.

Therefore, the author suggest that comparing social information for potential alternatives could help with product evaluation chores for the future research.

Implications

Despite the fact that "Marketing Potential" was already discussed by among practitioners, there is still a research gap. This paper is one of the first papers to take a comprehensive look at the notion of social media, marketing alliance, and marketing innovation, including a theoretical description and a situational framework for evaluating its potential to increase value in the marketplace.

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