

UDC 332

GROWTH MINDSET OF SMES IN UTILIZING DIGITAL MARKETING TOWARDS GLOBAL MARKETS

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ABSTRACT

This study aims to find out how SMEs can optimize the use of social media as a medium of communication for their business marketing. This research is a qualitative case study research conducted at PIK Pulogadung, a small industrial village in the Pulogadung area of East Jakarta. Data collection techniques by conducting exploration through in-depth interviews with SME actors in PIK Pulogadung and social media experts who have been involved in assisting UKM players in implementing social media marketing. The results showed that the implementation of social media marketing by SMEs is still not effective in helping increase sales of SMEs. This is because SMEs do not have a growth mindset in running their business, so social media marketing has not become part of their business marketing strategy. The growth mindset of SMEs will help them to be able to formulate their marketing strategies well and place social media as an important part of their business marketing strategy to be able to compete globally. Government support, in this case, the management of PIK Pulogadung is very much needed, namely in the form of providing training to build a growth mindset, sustainable use of social media information technology, providing assistance in the application of social media marketing to SMEs and forming SME business communities to increase SME digital knowledge.

KEY WORDS

Social media marketing, SMEs, growth mindset, PIK Pulogadung.

Small and Medium Enterprises or SMEs are the spearhead and have a big role in the economy of a country. The official website of the Ministry of Cooperatives and SMEs of the Republic of Indonesia regarding MSME Statistics for 2017 states that the number of SMEs in Indonesia has reached 62,922 million SMEs. UKM is the largest business actor with a percentage of 99.99% of total business actors in Indonesia, with an increase of 13.98% from 2012 to 2017 (Ministry of Cooperatives and SMEs, 2017).

Related to efforts to support the role and quality of SMEs for the country's economic growth, the government, in this case, the Office of Cooperatives, MSMEs and Trade, has established a Small Industrial Village whose function is to foster and facilitate SMEs. The target is that SMEs who join in it can improve the quality of production and marketing. PIK Pulogadung is one of the Small Industrial Villages which was established on an area of approximately 44 Ha, occupied by SMEs that rent land and buildings totaling approximately 933 SMEs (PPUKMP Pulogadung, 2018).

Since its establishment in 1980 until now, PIK Pulogadung's growth has tended to be slow. This is based on preliminary observations and interviews with UKM players in PIK Pulogadung, and it was found that many shops had closed (closed) at Mall PIK Pulogadung. Some SME entrepreneurs also said that currently experiencing less encouraging business growth or business marketing. Sales are currently experiencing a significant drop of nearly 50% of their usual sales.

Several UKM players and PIK Pulogadung managers stated that several problems caused this decline. These problems include the lack of capital faced by SMEs, the quality of products that are not able to compete with imported products, and the lack of promotion by SMEs and the management of PIK Pulogadung. Based on these problems, various efforts have been made by the PIK Pulogadung management such as; cooperation with banks, cooperation with companies, and cooperatives that help increase markets and cooperation with information technology-based companies. One of them is the Tokopedia marketplace company which is expected to help improve the information technology capabilities of SMEs in PIK Pulogadung (Supriyanto, 2016).

Information technology is currently believed to be a key factor in improving company organizational performance (Talukder, Harris, & Mapunda, 2008; Talukder, 2011). One of the emerging and very influential information technology innovations is the internet. The ability of the internet to support business activities has attracted attention and taken into consideration and received support from business actors, executives, and investors. This is because the internet allows corporate organizations to transfer skills, information, and knowledge effectively and efficiently (Talukder & Yeow, 2006; Owyang, 2009). Especially for small and medium business organizations, the discovery of the internet provides several important advantages such as opening new markets, promoting business, introducing new products, improving the quality of online communication and social networks, using data from different areas, and building strong relationships with new business partners (Laudon & Traver, 2012). This is in line with the findings of Paniagua & Sapena (2014) which state that internet technology including social media has been commonly used by companies around the world and has a positive effect in improving company performance so that efforts are needed to optimize its use by paying attention to the best way of using it in supporting company activities.

This finding is very reasonable, where other data shows the development of the use of information technology, especially the internet, is increasing rapidly throughout the world. The rapid increase in the number of internet users of course also occurs in Indonesia. Based on Internet World Stats data released on its website www.internetworldstats.com, until the end of June 2018 internet users in Indonesia is estimated to reach 143,260,000 people or around 53.7% of Indonesia's population, which is predicted to be 266,794,980 people (Internetworldstat, 2018).

Data from the Organization for Economic Cooperation and Development (OECD) shows that the number of internet-based social media users (Facebook, Twitter, Youtube, weblog, email, etc.) has also increased. Even today, social media has become a trend of social and business communication models in the world because of its effectiveness. The OECD concludes that the implementation of information technology such as computer networks, internet access, e-mail, and websites are the basic needs of an SME to be able to compete with the global competition (OECD, 2004).

However, existing research shows otherwise, some social media users, including SMEs, who have implemented social media to support their business activities, have not given optimal results. This is because SMEs still have doubts about the ability of communication technology such as social media in improving the company's marketing performance (Royle & Laing, 2014) and the low level of information literacy (Prabantoro & Hariyanto, 2015). Even though it is known that information knowledge is an important part of decision making in business organizations (McLeod & Schell, 2006). This condition is supported by data from the Director-General of Small and Medium Industry, Ministry of Industry, which shows that only 40% of SMEs in Indonesia use information technology, especially social media. This phenomenon is an illustration of what happened at PIK Pulogadung, where SMEs at PIK Pulogadung admit that only some of them have used social media in their business marketing communications. Of course, this condition is very unfortunate, considering that the majority of people in the world use social media as a communication medium. social activities, meaning that the potential target market for SMEs is also getting bigger.

SMEs have the potential to expand and increase their market share globally through the use of social media as modern business communication. This is reinforced by the change in the business communication model of SMEs or business people around the world from a traditional model to a modern model based on internet technology, not bound by time and space. The characteristics of social media that are not limited by time and space make social media a communication medium that has a wide geographical coverage, fast information delivery time, low cost of organizing communication, and allows sending multimedia documents (text, audio, visual / image and video). Social media also enables SMEs to take advantage of such advantages as embracing new markets, business promotion, releasing products, improving the quality of social communication with the market, strengthening communication with suppliers (Laudon & Traver, 2012).

Social media provides many ways and channels to gain and improve communication with a company's target market. Optimizing the use of social media is one of the popular ways to promote products online and increase communication traffic in just a short amount of time so that it is cost-effective and maximizes its impact, and results in higher opportunities for people to be involved in business activities. Social media has a very positive effect on branding and company growth (Ramulu, 2012). That is why social media needs to be part of a company's marketing strategy as well as identify ways to engage social media as a marketing tool. A passive approach that focuses on using social media as a source of the customer's voice and market intelligence. An active approach by involving social media as a marketing channel and 'public relations' directly, as a channel for influencing customers, as a tool to personalize products and a platform for customer-generated collaboration and innovation (Constantinides, 2014).

This study is focused on the desire to determine the effective efforts that can be made by SMEs in utilizing social media as a marketing communication medium to improve their business performance. The reason for this research is the lack of studies that discuss strategies for the use of social media in strategic SME marketing communication activities.

Based on GetCRAFT's research in Indonesia's Digital And Content Marketing Report in 2017, it is said that the main problem of digital marketing in Indonesia is controlling funds and gaps in skills and resources. In the survey, it was said that more than 51.72% of surveyed brand-holding companies admitted that budget control was the main factor hindering their digital marketing initiatives (because they did not allocate social media marketing planning specifically to their budget). This is followed by a gap in skills and resources to implement digital marketing of 44.83% (GetCRAFT, 2017).

To overcome the problems mentioned above, there needs to be an in-depth study to find an approach that determines the success of SMEs in utilizing marketing with social media. Because in increasing the successful use of information technology (including social media) in support of improving business performance, benchmarks are needed to identify evidence of the successful use of information technology. It is also necessary to have the best experience model that is measurable and can be used as a guide in implementing digital marketing (Royle & Laing, 2014).

The majority of research related to the use of social media in business marketing communication activities that have been carried out is still limited to examining the phenomenon of social media use, the role, and benefits of social media, and its impact on the marketing performance of business people, especially SMEs (Constantinides, 2014; Paniagua & Sapena, 2014; Dijkmans, Kerkhof, & Beukeboom, 2015; Tajvidi & Karami, 2017; Jagongo & Kinyua, 2013; Vazifedoost & Farzin, 2016). Others study the factors that influence SMEs to utilize social media in their marketing communications (Majharul Talukder, Quazi, & Djatikusumo, 2013; Dahnii, Marzuki, Langgat, & Fabeil, 2014; Ainin, Parveen, Moghavvemi, Jaafar, & Mohd Shuib, 2015; Banerjee, 2015; Castronovo, 2012; Kahar, Yamimi, Bunari, & Habil, 2012).

Research that examines the approaches used by SMEs in utilizing information technology, especially social media, to support the success of their business, has not been done much. So far, research on frameworks related to the use of social media that is widely used as a reference is the Kietzmann Honeycomb Framework (Kietzmann's Honeycomb

Framework) which concludes that social media has 7 basic functions which are the reasons for its use in business activities of a business (Kietzmann et al., 2011). Therefore it is necessary to research to follow up on the results of previous research so that the results can be used as a guide in implementing social media in marketing communications for SME players.

This research has an update on how research produces an approach that can be used as a guide for SMEs, especially at PIK Pulogadung in deciding to use social media. It is necessary to understand in-depth how the behavior of SME businesses today in utilizing social media as a medium for marketing communication for their business. Based on this, this study uses qualitative methods.

Based on the background of the explanation above, the objectives of this study are (1) to conduct an in-depth study of how SMEs in PIK Pulogadung utilize social media as a communication medium for their business marketing, (2) Conduct an in-depth study of how effective approaches are for SMEs at PIK Pulogadung in optimizing social utilization. the media as a medium of business marketing communication.

LITERATURE REVIEW

Social media is a phase of change in how people find, read, and share news, information, and content with others. Social media is a combination of sociology and technology that transforms monologues (one to many) into (many to many) and an information democracy that transforms people from content readers to content publishers. Social media has become very popular because it allows people to connect to the online world in the form of personal relationships, politics, and business activities. Social media such as Facebook and Twitter are networking media that allow people to talk, participate, share, and create online networks (Rahardjo, 2011). Social network actors form opinions, express themselves, find friends, share information about events. Every day, recommending the products or services they use, and so on (Kasali, 2010). According to Kaplan & Haenlein (2010), social media is "a group of internet-based applications that are built on the ideology and technology of Web 2.0, and enable the creation and exchange of user-generated content".

Social media marketing is the use of social media platforms and websites to promote products or services (Felix et al., 2017). Although the terms e-marketing and digital marketing are still more dominant in academia, social media marketing is also starting to become more popular in the world of practitioners and researchers (Shaltoni, 2016). This is because most social media platforms have built-in data analytics tools, which allow companies to be able to track the progress, success, and engagement of an ad campaign through social media. According to Zarrella (2010) the advantages of marketing using social media are as follows: social media is an easy way to find out more about customers, social media helps target consumer searches more effectively, is closer to consumers, social media increases brand awareness and promotion by costs are minimal, and social media shares information faster

According to Carol Dweck, professor of psychology at Stanford University, a growth mindset is a typical person who doesn't give up easily. Those in this category tend to think positively about their abilities and can improve themselves by seeing their weaknesses in everything. Most people with a growth mindset think that a person's abilities are dynamic and can be improved with good effort. Their motivation will emerge because the level of confidence in their abilities always leads to the positive side (Dweck, 2006).

The theory of acceptance and use of integrated technology (UTAUT) is a technology acceptance model formulated by Venkatesh and his friends in a paper entitled "User acceptance of information technology: Towards a unified view".UTAUT aims to explain the user's intentions of using information systems and their subsequent usage behavior. The theory states that there are four main constructs: 1) performance expectations, 2) effort expectations, 3) social influences, and 4) facilitation conditions. (Venkatesh et al., 2003).

METHODS OF RESEARCH

This research is qualitative research in which researchers want to understand phenomena based on the views of participants or internal views and not the views of the researchers themselves (Meriam & Tisdell, 2016). The method used is a case study method to provide a comprehensive explanation related to SME business activities in PIK Pulogadung, especially social media-based marketing activities to be studied in depth. Case studies are appropriate to use in this research because they relate to detailed research about a person or social unit within a certain period (Yin, 2018).

The subject of research is focused on SMEs in PIK Pulogadung convection which is a major industrial sector in PIK Pulogadung. The informants in this study were determined by considering the resource persons' understanding of the problems in the use of social media as a medium for marketing communication for SMEs in Indonesia. Qualitative research does not determine the number of informants used as a measure of validity but requires that they are people who are experts in their field (Saaty & Vargas, 2006). Therefore, the informants selected in this study are experts or researchers of social media and digital marketing communications and practitioners of SMEs who have implemented social media as a medium of communication for their business marketing. The number of informants or resource persons is determined based on the adequacy of the data and information needed to answer the problems and research objectives. Data collection for case studies can be in the form of documents, archival records, interviews, observations, and physical devices (Yin, 2018). The data collection procedure used in this study is in-depth interviews, participant observation, and documentation.

Data validity testing conducted in this study includes credibility test (internal validity) to measure the truth value, transferability (external validity) to test the application aspect, dependability (reliability) to test the consistency aspect, and confirmability (objectivity) to test the neutrality aspect. In the validity of this data, a triangulation process will also be carried out. The author mostly tests the validity of the data with the source triangulation approach which includes triangulation of sources according to the perspective of SMEs and also from the point of view of social media marketing experts.

Data analysis in qualitative research is an effort to process data by collecting data, sorting and finding patterns, finding what data is important and what is needed, re-testing (verification), and deciding on a tentative conclusion. (Moleong, 2010). The method used is descriptive-analytic, namely the method of processing data that has been collected by analyzing it according to the conditions that occur in the field with qualitative data analysis in the form of data reduction, data presentation, and drawing conclusions and verification. The data analysis process is assisted by QDA Miner software.

The stages of the data analysis steps in this study are divided into four stages, namely: First, an inventory was carried out related to the behavior of SMEs at PIK Pulogadung in using social media as a medium of communication for their business marketing. How do they implement social media in supporting their daily business activities? Second, at this stage an exploration process is carried out to get a situation picture of the problem under study, exploration is carried out through in-depth interviews with informants. Interviews were conducted using a combination of audio recording techniques and written notes. Third, at this stage the data and information obtained from the exploration results in the field are carried out referring to the stages of the Miles and Huberman version of the data analysis procedure which consists of 3 stages, namely: first, the interview verbatim is carried out or the transfer of the interview results in audio form into the interview transcript, second The data were displayed in the form of a table of themes and categories, and the third was concluded or verified (Miles, Matthew B; Huberman, 1994). At this stage, the researchers used the help of qualitative data analysis software called Qualitative Data Analysis (QDA) Miner (Provalis, 2016). Fourth, at this stage analysis is carried out related to the conclusions obtained from the research process in the previous stage by referring to existing facts and previous theories, the result is a research conclusion.

RESULTS AND DISCUSSION

The results of observations and interviews show that SMEs in PIK Pulogadung have several obstacles in utilizing social media as their marketing communication media. These obstacles include a lack of knowledge and experience using social media. The next obstacle is the difficulty in finding workers or human resources who can carry out the function of social media to be used as a media for marketing communication for their business (informants Idris JR, Eddy, Ikhsan Deni; Arizal).

PIK Pulogadung managers have on several occasions held training on the use of social media marketing. The training is carried out in the form of collaboration with several private, national, and international campuses. However, based on the statements of several resource persons, UKM players said that the training held was considered less than optimal because it was held in too short a time and the practice was too minimal (informant Eddy, Deni).

The social media experts who were the resource persons for this research, Tuhu Nugraha, and Yuswohady, said that the average UKM does not know how to use social media as a marketing communication medium. This is because the education level of SMEs is relatively low and social media is a relatively new technology (informant Nugraha, Yuswohady). So even though SMEs have participated in training that is mostly organized by the government and the private sector as part of the Corporate Social Responsibility program, most of these UKM players still do not understand how to use social media properly because the training is not optimal (Informant Nugraha)

Another major obstacle in the implementation of social media marketing for SMEs in Indonesia is the absence of a growth mindset (Informant Yuswohady, Nugraha). Some SMEs, especially those in PIK Pulogadung and most SMEs in Indonesia, still practice a subsistence mindset or a fixed mindset that only thinks about short-term sales to fulfill their daily needs (informant Yuswohady). So SMEs still see social media as an application that is only used to interact with customers and is not part of their marketing strategy plan. In general, SMEs only use social media as a means of marketing communication with their clients to ensure short-term business deals. This condition is reinforced by the same statement conveyed by a resource person who runs SMEs who said that he uses social media more for personal communication than for thinking about a strategy in communicating his business activities (informant Yon Efendi).

Social media effectively facilitates dynamic spaces to reach customers, interact with them, and use their voices to make a big impact (Hewett et al., 2016). However, companies have had difficulty implementing social media effectively to drive strategic marketing actions. Some business people still view and develop social media strategies as individual platforms and are often treated as independent elements rather than as part of an overall integrated marketing strategy (Hanna et al., 2011).

Previous research on fashion companies in Taiwan, Wen, Jose, and Guaita found that social media marketing strategies are influenced by organizational entrepreneurial orientation (growth mindset or Growth Mindset), market orientation, and innovation orientation. The organization or company in this case is described as having to strive to generate creative and innovative ideas, develop new ideas to help customers, provide new offers to customers, follow new methods and technologies, manage processes to reduce costs, and offer comprehensive solutions for solve customer problems. Ideally, the company allocates resources for conducting internal market research, reviewing future changes in the business environment, monitoring market trends, and tracking developments and competitors. The results show that companies with large entrepreneurial orientation, innovation orientation, and market orientation will adopt social media marketing strategies and achieve superior performance (Wen et al., 2020).

The growth mindset is a typical picture of people who don't give up easily. Those in this category tend to think positively about their abilities and can improve themselves by seeing their weaknesses in everything. Most people with a growth mindset think that a person's abilities are dynamic and can be improved with good effort. Those who belong to

the growth mindset when they experience failure will try again and learn from their mistakes for their failures. Their motivation will emerge because the level of confidence in their abilities always leads to the positive side (Dweck, 2006).

A company or SME that has a mindset that prioritizes business strategies for growth, should use social media as a tool of assistance. Companies can use social media to communicate and build relationships with existing and potential customers in a business context (W. Y. C. Wang et al., 2016). Social media can also help companies gather information from consumers (Hudson et al., 2016). Social media offers a cost-effective marketing research tool for gathering consumer feedback (Z. Wang & Kim, 2017). Some research shows that social media performance for the marketing strategy of a corporate organization can have a positive impact, such as increasing the practice of Corporate Relationship Management (CRM) (Trainor et al., 2014), increasing business value (Trkman & Trkman, 2018). The efficiency and effectiveness of decisions on the use of social media are important performance measures of a company organization (Wu, 2016).

So it can be concluded that the growth mindset can also be said to be an entrepreneurial orientation. Namely, entrepreneurial orientation is identified as the ability to proactively identify business opportunities to introduce new products or create new businesses (Renko et al., 2012), to have a proactive business attitude, to take risks, and to innovate (Tellis et al., 2009). When an SME or a corporate organization has a growth mindset, social media will automatically need social media as a tool to improve efforts to increase its growth performance.

Based on the above findings, it is necessary to increase and optimize the use of social media as a medium for marketing communication for SMEs. The main thing that is needed is the growth mindset of SMEs who view social media as an important part of their business marketing strategy. Without this growth mindset, it will be difficult for SMEs to believe in the role and benefits of social media marketing.

CONCLUSION

The SMEs in the fashion sector at PIK Pulogadung already know and recognize the important role of social media in business marketing communication, but most of them still have not utilized it optimally. This is because there are still many SMEs who do not understand well how to use social media as a medium of business marketing communication. UKM players feel that the use of social media technology will complicate their business processes, and they feel that they do not need social media because their existing market is still sufficient to meet their needs, and have not planned to expand the market. Another obstacle in the use of social media in SMEs is their inability to understand and operationalize social media due to low educational factors and their average age level.

The main obstacle that causes the low use of social media marketing is that SMEs do not have a growth-minded thinking mentality, namely a mindset to grow and develop as a business that needs to pay attention to its long-term and sustainable business strategy. For this reason, SMEs in the fashion sector in PIK Pulogadung need training and assistance to improve the mindset of growth. As a business actor, he should be able to think comprehensively about business marketing strategies based on information technology, especially social media. Then we need continuous training and mentoring to study the use of social media in global business marketing activities.

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