

DIGITAL MARKETING STRATEGY FOR BUSINESS DEVELOPMENT AT CAMIRA KITCHEN POST COVID-19 PANDEMIC

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*Digital Marketing Strategy;
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Abstract (11 pt)

This research aims to formulate an accurate digital marketing strategy that Camira Kitchen can implement for business development post-Covid-19 pandemic. This research method uses descriptive qualitative method with a case study approach. The data analysis technique uses SWOT analysis. The result showed that the company could implement the most accurate strategy, the market penetration strategy, which is to improve product taste, company services, and content quality to resolve the market competition. This strategy focuses on developing the company's Instagram by uploading educational content about how to make products, pack products, company's service, and improve the quality of photos or videos. This strategy is expected to reach the engagement stage until the purchasing decision stage.

INTRODUCTION

The COVID-19 pandemic that has occurred in all countries has impacted economic stability, especially for catering businesses. The impact of the COVID-19 pandemic has made the catering business experience a very significant decline in sales of up to 70 percent due to the absence of orders for weddings and various other large events (Gobel, 2020).

The development of the culinary business, primarily catering competition, is getting more challenging because many have built catering businesses in Indonesia (Sofiana, 2021). According to the Central Statistics Agency, in 2020 there were 269 catering businesses spread across Indonesia (BPS, 2020). Catering

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

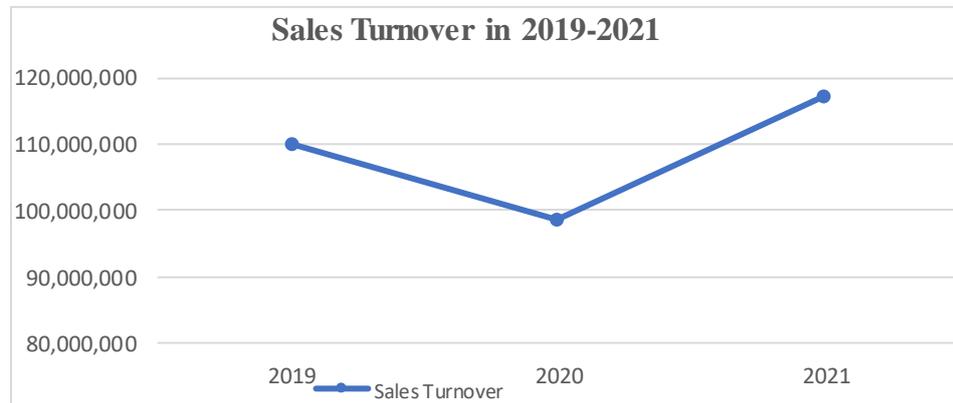
is a business in the service sector that provides or fulfills the demand for food or various kinds of needs in large quantities. Due to the tight competition in the catering business, catering owners must be creative and carry out different strategies to survive this post-pandemic, especially in their promotional activities. Promotional activities are part of a marketing strategy and need to be carried out by small and medium businesses to increase brand awareness of their products and to maintain the existence of these products in the market (Tresnawati & Prasetyo, 2018).

The marketing strategy is starting to change to be more advanced. Previously, marketing strategies only used traditional media such as television, magazines, or radio. Along with the development of technology and the occurrence of the covid-19 pandemic, business owners have to start marketing through digital marketing. Digital Marketing is a part of marketing activities that utilize digital media using various media such as social networks (Hadi & Zakiah, 2021). At this time, digital marketing is more effective than other marketing strategies because it can provide convenience, easiness, and the process of exchanging information faster than other marketing (Sabila, 2019).

The media commonly used in digital marketing are social media or social networks. According to We Are Social (2022) stated that the social media often used in Indonesia are Whatsapp (88.7%) and Instagram (84.4%). Facebook holds the next ranking at 81.3%, Tiktok at 63.1%, Telegram at 62.8%, Twitter at 58.3%, and Facebook Messenger at 48.6%. Based on these data, Indonesian people more often use Whatsapp and Instagram as social media to interact with each other. One catering owner using Instagram social media to market their products is Camira Kitchen.

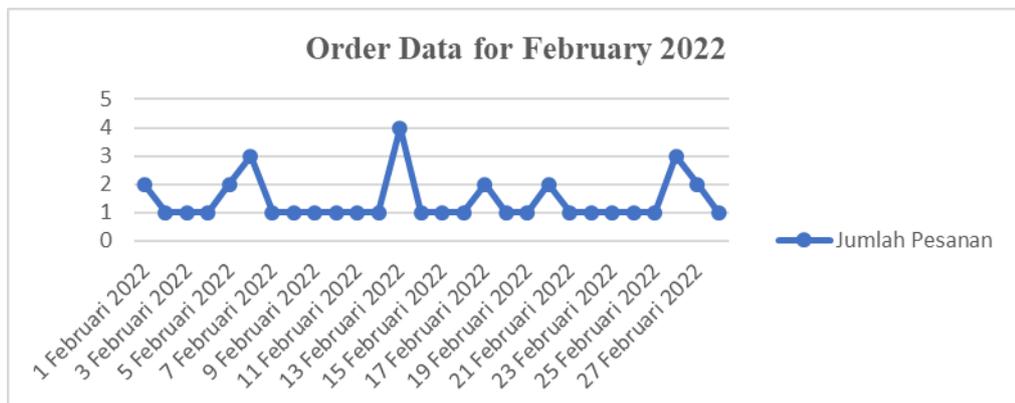
Camira Kitchen is a catering business located in Purwakarta Regency, West Java. Wawat Rosmayati founded this business in 2011. In the last three years, Camira Kitchen has decreased or increased in sales turnover due to the pandemic and the Enforcement of Community Activity Restrictions (PPKM). The following figure is Camira Kitchen's sales turnover for the last three years:

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴



Picture 1. Camira Kitchen's Sales Turnover in 2019-2021

Camira Kitchen has decreased the number of consumers in the last month (picture 2). The decrease in the number of consumers is due to the lack of incessant promotions carried out by the company.



Picture 2. Order Data in One Month

Based on the results of an interview with Anira Syifa as Camira Kitchen's marketing staff said that Camira Kitchen has used Instagram for digital marketing but has problems producing varied content, limited time, and human resources in operating Instagram. Furthermore, according to sales turnover data and ordering data at Camira Kitchen, which has decreased which a lack of promotions in reaching market share.

Based on research Mahardhika & Sunariani (2019), with the title Marketing Strategy for Catering Food Products Through Instagram Social Media proves that using social media Instagram to promote their products carried out by catering

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

owners in Bali shows positive results and able to increase business income.

Based on research Laksmono & Afdjani (2022) with the title *Grandma's Ho's Digital Marketing Strategy in Improving Brand Awareness Through Instagram Social Media (Grandma's House Bintaro Case Study, Southjakarta)* showed that product promotion through Instagram social media with interesting captions and using self-taken photos is a digital marketing strategy that can be used in an effort to increase the company's brand awareness. Grandma's House uses the slogan "As comfortable as grandma's house" as one strategy for introducing a comfortable coffee shop.

Based on the explanation of the background above, the purpose of this research is to formulate an accurate digital marketing strategy to be implemented by Camira Kitchen based on the results of the SWOT analysis. This research is expected to make recommendations for Camira Kitchen to improve digital marketing through Instagram social media, which can expand market share, increase company brand awareness and increase sales turnover.

RESEARCH METHODS

This research uses a qualitative descriptive method with a case study approach. The research started from January 2022 to July 2022. The place of research is at Camira Kitchen, which is located on Durian II street, Cisereuh Village, Purwakarta District, Purwakarta Regency. Camira Kitchen was chosen as the research location because the company already has good credibility and uses social media such as Instagram to promote their products. There are two informants in this study that are Wawat Rosmayati as the business owner and Anira Syifa as the company's marketing staff.

Primary data in this research were obtained from informants, while secondary data were obtained from journals, proceedings, books, and data from company such as financial reports and order reports. Primary data and secondary data were obtained through data collection techniques such as observation, interviews, documentation, literature study, and triangulation. Then, the data was analyzed using SWOT analysis which consists of three stages that are the input

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

stage using the IFE matrix and EFE matrix, the matching stage using the SWOT matrix and IE matrix, and the last is the decision stage using the QSPM matrix (David, 2017). SWOT analysis is used to determine the state of the company such as weaknesses, strengths, threats, opportunities and to formulate strategies for the company.

RESULTS AND DISCUSSION

Company Overview

Camira Kitchen is a business in the catering industry that was founded by Wawat Rosmayati since 2011. Camira Kitchen is an A2 class that serves the needs of the general public using household kitchens and has employed four workers in the marketing, production, and operations sections.

Camira Kitchen does not have a vision and mission yet, if the company does not have a vision and mission then the company does not have the right goals and directions. The vision and mission are the core of a company, a reflection of the company's personality, and will provide focus and direction for the company as a whole (Vidyastuti, 2019). The researcher formulated the company's vision to become the number one caterer in Purwakarta that prioritizes customer satisfaction through the taste of food and service. The company's mission is to create food and beverages which prioritize the quality of ingredients and taste, provide professional service, ensure food hygiene reaches consumers' hands and follow market developments, especially in packaging so it can be more attractive.

SWOT Analysis

The Input Stage

1. Internal Factors Analysis Summary Matrix (IFAS)

Table 1. IFAS Matrix

Key Internal Factors	Weight	Rating	Weight x Rating
Strengths:			
1. Diverse Products	0,12	4	0,48
2. Modern packaging	0,11	4	0,44

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

3. Good quality and taste	0,20	4	0,80
4. Interesting Instagram captions	0,02	3	0,06
5. Instagram content is easy for other users to find	0,04	4	0,16
6. Provide friendly service to consumers	0,04	3	0,12
7. Do Celebgram Endorsements on Instagram	0,03	3	0,09
Weakness:			
1. The location of the company is difficult to reach	0,07	2	0,14
2. Lack of sales promotions	0,06	1	0,06
3. Not consistently uploading content	0,11	2	0,22
4. Haven't tried Instagram ads, paid promotions with influencers or communities	0,20	1	0,20
TOTAL	1,0		2,77

The weight score in the IFAS matrix is given by the company on the factors that have been analyzed by researcher. While the rating score is given by researcher adjusting the strategy with company's strengths and weaknesses. Table 1 shows the company's IFAS matrix gets 2.77 as a total score. That score means the company has a strong internal position.

2. External Factors Analysis Summary Matrix (EFAS)

Table 2. EFAS Matrix

Key Internal Factors	Weight	Rating	Weight x Rating
Opportunities:			
1. A lot of Instagram users in Indonesia	0,20	4	0,8
2. The average expenditure of the people of Purwakarta on food is high	0,15	4	0,6

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

3. Company have many of suppliers	0,11	2	0,22
4. Very few catering business owners who use Instagram in Purwakarta	0,06	3	0,18
5. Easy to do innovate	0,11	3	0,33
Threats:			
1. Easy entry into the industry	0,11	2	0,22
2. Changes in raw material price	0,06	1	0,06
3. Competitors have competitive strategies	0,20	4	0,8
TOTAL	1,00		3,21

The weight score in the EFAS matrix is given by the company on the factors that have been analyzed by researcher. While the rating score is given by researcher adjusting the strategy with company's opportunities and threats. Table 2 shows the company's EFAS matrix gets 3.21 as a total score. That score means the company responds well to opportunities and threats.

The Matching Stage

1. The SWOT Matrix

Table 3. SWOT Matrix

IFAS	Strengths	Weakness
	1. Diverse Products	1. The location of the company is difficult to reach
	2. Modern packaging	2. Lack of sales promotions
	3. Good quality and taste	3. Not consistently uploading content
	4. Interesting Instagram captions	4. Haven't tried Instagram ads, paid promotions with influencers or communities
	5. Instagram content is easy for other users to find	
	6. Provide friendly service to consumers	
	7. Do Celebgram Endorsements on	

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

EFAS	Instagram	
Opportunities 1. A lot of Instagram users in Indonesia 2. The high spending of Purwakarta people for food 1. Company have many of suppliers 2. Very few catering business owners who use Instagram in Purwakarta 3. Easy to do innovate	SO Strategy 1. Improve product and packaging innovation. 2. Maximizing Instagram features in utilizing the potential of Instagram users in Indonesia.	WO Strategy 1. Optimizing the use of Instagram by trying Instagram ads and collaborating with communities or influencers. 2. Take advantage of the potential high value of public consumption by using sales promotions.
Threats 1. Easy entry into the industry 2. Changes in raw material price 3. Competitors have competitive strategies	ST Strategy 1. Improve product taste, company services, and content quality to resolve the market competition.	WT Strategy 1. Planning a digital marketing to compete with competitors

Table 3 shows the SWOT matrix consisting of SO, ST, WO and WT strategies formulated by researchers based on the strengths, weaknesses, opportunities and threats of the company.

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

2. Internal-External Matrix (IE)

Table 4. IE Matrix

		IFAS Total Score			
		IFAS	Strong	Average	Weak
		EFAS	3,0 to 4,0	2,0 to 2,99	1,0 to 1,99
EFAS Total Scores	High		Cell I	Cell II	Cell III
	3,0 to 4,0				
	Medium		Cell IV	Cell V	Cell VI
	2,0 to 2,99				
Low		Cell VII	Cell VII	Cell IX	
1,0 to 1,99					

Table 4 is the result of Camira Kitchen's IE Matrix. The X axis has 2.77 as a total score means the average internal position and on the Y axis has 3.21 as a total score means the company is in a high external position. Based on the results of the IE matrix analysis, the company is in cell II as the growth & build cell.

The Decision Stage

Table 5. QSPM Matrix

Key Factors	Alternative Strategy													
	Weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		Strategy 6		
		AS	TAS											
Internal Factors														
Strengths:														
1. Diverse Products	0.12	3	0.36	2	0.24	3	0.36	3	0.36	2	0.24	1	0.12	
2. Modern packaging	0.11	4	0.44	2	0.22	3	0.33	2	0.22	2	0.22	1	0.11	
3. Good quality and taste	0.20	3	0.6	3	0.6	4	0.8	2	0.4	3	0.6	1	0.2	
4. Interesting Instagram captions	0.02	1	0.02	4	0.08	3	0.06	3	0.06	1	0.02	4	0.08	
5. Instagram content is easy for other	0.04	1	0.04	4	0.16	4	0.16	4	0.16	1	0.04	3	0.12	

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

Key Factors	Alternative Strategy												
	Weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		Strategy 6	
		AS	TAS										
users to find													
6. Provide friendly service to consumers	0.04	2	0.08	4	0.16	4	0.16	2	0.08	2	0.08	2	0.08
7. Celebgram Endorsements on Instagram	0.03	2	0.06	3	0.09	2	0.06	4	0.12	1	0.03	2	0.06
Weakness													
1. The location of the company is difficult to reach	0.07	1	0.07	1	0.07	1	0.07	1	0.07	1	0.07	1	0.07
2. Lack of sales promotions	0.06	2	0.12	2	0.12	4	0.24	4	0.24	4	0.24	3	0.18
3. Not consistently uploading content	0.11	1	0.11	4	0.44	3	0.33	3	0.33	2	0.22	4	0.44
4. Haven't tried Instagram ads, paid promotions with influencers or communities	0.20	2	0.4	3	0.6	2	0.4	4	0.8	2	0.4	3	0.6
External Factors:													
Opportunities:													
1. A lot of Instagram users	0.2	3	0.6	4	0.8	4	0.8	4	0.8	4	0.8	2	0.4

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

Key Factors	Alternative Strategy												
	Weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		Strategy 6	
		AS	TAS										
2. The high spending of Purwakarta people for food	0.15	4	0.6	2	0.3	3	0.45	3	0.45	4	0.6	1	0.15
3. Has many of suppliers	0.11	2	0.22	1	0.11	3	0.33	1	0.11	1	0.11	1	0.11
4. Very few catering business owners who use Instagram in Purwakarta	0.06	3	0.18	4	0.24	3	0.18	3	0.18	3	0.18	4	0.24
5. Easy to do innovate	0.11	4	0.44	2	0.22	2	0.22	2	0.22	1	0.11	1	0.11
Threats:													
1. Easy entry into the industry	0.11	3	0.33	3	0.33	4	0.44	3	0.33	3	0.33	2	0.22
2. Changes in raw material prices	0.06	3	0.18	1	0.06	2	0.12	1	0.06	1	0.06	1	0.06
3. Competitors have competitive strategies	0.20	3	0.6	4	0.8	3	0.6	3	0.6	3	0.6	4	0.8
Total			5.45		5.64		6.11		5.59		4.95		4.15

The QSPM matrix is the last stage in the SWOT analysis. Alternative strategies that the researcher has formulated need to be selected by giving a score based on the conditions of the company to give a result of the most accurate strategy to be applied by Camira Kitchen. These are the company's alternative strategies scores:

- a. Strategy 1 has a score of 5,45

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

- b. Strategy 1 has a score of 5,45
- c. Strategy 2 has a score of 5,64
- d. Strategy 3 has a score of 6,11
- e. Strategy 4 has a score of 5,59
- f. Strategy 5 has a score of 4,95
- g. Strategy 6 has a score of 4,15

These results show that the third strategy which is a market penetration strategy got the most excellent score compared to the other five strategies, with a score of 6.11. This strategy is to improve product taste, company services, and content quality to resolve the market competition. From the results of the QSPM Matrix, the researcher ranked six alternative priority strategies, that is:

- a. Improve product taste, company services, and content quality to resolve the market competition

Camira Kitchen has several advantages, but not all competitors in Purwakarta have these advantages. The advantages of Camira Kitchen are: it has superior product quality and taste, the company's friendly service, and interesting content. Therefore, Camira Kitchen must be able to maximize these advantages.

Digital marketing strategies to improve product taste can create content suitable to company segmentation and targets. This strategy can be through making educational content about how to make products and the raw materials of Camira Kitchen products. To improve the quality of the content, one can focus on the high visual quality of photos or videos and pay attention to the layout and background so that the feeds on Instagram can be more eye-catching. To improve service quality can be done by uploading content about the company's service and how to package the product cleanly and hygienically.

These three contents will likely reach the awareness and engagement stages. From the engagement stage, it is hoped to reach the purchasing decision stage so the company can get new consumers.

- b. Maximizing Instagram features in utilizing the potential of Instagram users in Indonesia

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

Camira Kitchen can maximize the use of Instagram features even more by focusing on copywriting, hashtags, mentions, or trying live stories, and also can add a website link to Instagram's bio. The company should respond to direct messages or comments from consumers to improve the quality of their service.

The company can improve copywriting writing on Instagram with uses headlines in larger font, using sub-headlines such as invitations, benefits, or something that consumers need to increase consumer interest, using other touch words such as limited products or giving discounts, and the last step adding words that can make consumers purchase such as order now.

The company can use specific hashtags such as #Purwakarta so the content will not be drowned out by other users' posts. Specific hashtag such as #tumpengpurwakarta, #cateringpurwakarta, and #kulinerpurwakarta. Companies can use 10-15 hashtags to get satisfactory results.

Live story content can be Instagram live to greet @camirakitchen followers, give information about the new product that will be launched, or do product reviews with influencers.

- c. Optimizing the use of Instagram by trying Instagram ads and collaborating with communities or influencers.

The company can use this strategy to reach many Instagram users, build a strong existence on Instagram, and increase sales turnover. Camira Kitchen can try Instagram ads because the costs are affordable, starting from IDR 10,000 per day. Instagram ads can reach more users who match company targets.

If the company has more funds, can collaborate with communities or influencers in Purwakarta who have a significant influence. This process will make consumers trust the company's brand and be confident to buy the company's products. Camira Kitchen can do paid promotions to Instagram accounts @urangpurwakarta.id and @purwakarta.update or the culinary community in Purwakarta, that is @purwakartaenak

This strategy is expected to reach the engagement stage. At the awareness stage, the company hopes to get benefits where other users can know the company's brand. At the engagement stage, the company hopes to increase the number of followers, likes, comments and increase the number of direct messages on Instagram and text messages on Whatsapp asking about the company's products.

d. Improve product and packaging innovation.

Camira Kitchen should more often innovate products and packaging to avoid consumer saturation. The company can launch new types of products or develop existing products by launching new flavors or variants. The company can create persuasive content by involving consumers, for example, by inviting them to provide product ideas or what kind of packaging materials they want.

e. Take advantage of the potential high value of public consumption by using sales promotions.

Camira Kitchen should be more active provides sales promotions such as giving a free product promotion with a minimum buying, giving a discount at a certain period, or doing a giveaway. Using various kinds of sales promotions can influence consumers to make purchasing decisions. The giveaway can do by inviting followers to give reviews or impressions about the company's products and tag three other user accounts on Instagram in the comment column, or it can be uploaded via Instagram stories. This process will attract more people to join this giveaway.

f. Planning digital marketing to compete with competitors.

Camira Kitchen must be more consistent in uploading content, so the company should make digital marketing planning or content calendar to ensure publication schedule and content themes. Content ideas that can be applied by Camira Kitchen are tutorial content, such as the process of cooking their products, educational content, such as explanations of the raw materials used, celebrate certain days content, quotes content, quiz, polling, or question and answer content in Instagram stories, and the last is tips content such as give tips for making delicious food and drinks.

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research about the analysis of digital marketing strategies for business development at Camira Kitchen post Covid-19 pandemic using SWOT analysis can be concluded that the results of the company's internal factor analysis (IFAS) are in a strong internal position mean can maximize their strengths. Furthermore, for external factor analysis (EFAS) the company is in a high external position means can take advantage of opportunities and threats well. Based on these results, it can be said that Camira Kitchen is in cell II as a growing and developing cell. The researcher has formulated six strategies to be analyzed using the QSPM matrix. The results of the QSPM matrix show that one accurate strategy is a market penetration strategy, namely a strategy to improve product taste, company services, and content quality to overcome market competition. In this strategy, the company must focus more on developing their social media by actively creating varied content. Varied content can be educational content about the company and the content must pay attention to the layout and quality of taking pictures and videos.

Implications and Recommendations

1. For policy makers, such as the government, companies and academics to create a training or seminar to improve the quality of the company's human resources.
2. For Camira Kitchen, the results of this research that can be applied as a strategic reference in increasing the effectiveness of using digital marketing, especially social media and should be implemented within 1 year
3. For further researchers, they can use the newest development strategies, can add informants from various sources such as from experts and consumers as a source of research data so that it will provide a different research dimension from previous research and become a new discovery in the field of management.

Tsaniya Adawiya Nurul Izza¹, Agus Sudono², Dally Nur Arif³, Ammar Zaki⁴

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