

Research Article

The Marketing Strategy for Small-Scale Garment Products on Post-Pandemic Era

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Abstract.

The small-scale garment industry has gained significant influence in Indonesia. However, with the challenges posed by the pandemic era, the industry must adapt to ensure its long-term sustainability. The objective of this research is to analyze the marketing strategy of small-scale garment products, specifically examining the proportion of online and offline marketing strategies, as the success of these products in the market relies on the effective utilization of both strategies. The urgency of this research stems from the daily market demand for garment products and the crucial role played by dominating small-scale garment companies in contributing to the economy's development. This research adopts a mixed-method approach, incorporating both qualitative and quantitative methods. The qualitative approach involves conducting interviews with owners of small-scale garment businesses, commonly known as convection businesses. Meanwhile, the quantitative approach is used to analyze the proportion of online and offline marketing strategies. The qualitative analysis utilizes a Markov approach to provide insights into future marketing strategy proportions and possibilities. The research was conducted at a small-scale garment center located in Kutawaringin Village, West Bandung Regency. The results indicate that during the pandemic era, garment businesses have increasingly embraced online marketing strategies to enhance their marketing performance. Furthermore, businesses that have traditionally relied on offline marketing are also increasing their proportion of online marketing strategy implementation.

Keywords: marketing strategy, small-scale garment business, online, offline

1. Introduction

The small-scale garment industry is one of those affected by the COVID-19 pandemic. In West Java, Indonesia, not a few small-scale garment companies, also called convection businesses, have suffered losses, even closing due to the pandemic. The losses experienced by several garment companies have an effect on the occurrence of labor unemployment, which causes some of them to have to reduce the number of their

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workforce, or even lay off their workforce because they are no longer able to operate. On the other hand, there are also a number of garment companies that are still running and experience growth with a fairly good level of sales, even though their operations are experiencing difficulties.

Several garment companies in West Java, especially in Kutawaringin Village, West Bandung Regency, are still operating. Initial information shows that, some of these companies use marketing strategy to survive. The marketing strategy in question can be divided into online and offline marketing strategies. The pandemic that occurred had an impact on the procurement of raw materials, the production process, and the distribution of products from producers to consumers. However, by maintaining a strong partnership between the company and the distributing party, even to its customers, these companies are able to continue to operate. In addition, it is also evident that companies that use online marketing strategies are tend to be more successful during the pandemic. By implementing online marketing, these companies are able to reach wider market and achieve higher sales level. However, we also noticed that despite the success of companies that uses online strategies, most of the small-scale garment companies located in the garment center of Kutawaringin Village are still insisting to use offline marketing strategies. However, during the post-pandemic era, the number of companies that use online marketing is increasing, which is driven by witnessing the success of other companies that utilizes online marketing strategies.

Based on the aforementioned background, this study aims to further analyze the marketing strategy of small-scale garment products on the post-pandemic era, namely by analyzing the proportion of online and offline marketing strategies, considering that the use of these two strategies determines the success of garment product marketing. The urgency of this research is driven by the fact that garment products are consistently demanded by Indonesian market, therefore the existence and success of small-scale garment companies which dominate this has an important role as one of the sectors that contribute to the growth of the local economy where the small-scale garment industry is located, as well as its contribution to the national economy growth.

2. Research Method

This study uses a mix method, namely a qualitative approach using interviews with small-scale garment business or also known as convection business actors, and also a quantitative approach to analyze the proportion of online and offline marketing strategies, and how the projections are. For this quantitative approach, the analytical tool used

is "Markov analysis" [1], to answer the question the proportion of marketing strategies used by garment companies is likely in the future. This research was conducted at a small-scale convection or garment center in Kutawaringin Village, West Bandung Regency. In details, this research algorithm starts from the emergence of online and offline marketing strategy problems, obtaining field data related to the proportion of online and offline marketing strategies used by related stakeholders, calculating the possible proportions in the future using the Markov approach, obtaining the projection results, and conclusions regarding the proportion of this small-scale garment product marketing strategy.

3. Theoretical Review on Online and Offline Marketing Strategy

For a company to face competition and a dynamic market environment, it is necessary to have the right strategy [2]. In the literature, there is no strategy that can be applied to all situations, it is possible that a strategy is appropriate for a particular company, but not necessarily appropriate for other companies. Likewise, different times require certain strategies that are appropriate for certain times and places. However, these various alternative strategies can be used to guide a company in facing the increasingly dynamic competitive market environment [3].

Marketing is not selling, but to provide services for the better life of consumers. This means that marketing is not an attempt to persuade people to buy our products, without paying attention to the satisfaction of our consumers. It is not important that our products sell well, but our products must be accepted sustainably in the long term. Thus, manufacturers must provide the best procurement and services for their markets.

The success of a business [4]–[6] is a must. Which is why, the implementation of appropriate marketing strategy is vital [7], [8]. Marketing strategy is needed because market demand is changing. Therefore, companies need to respond quickly and accurately, namely through the provision of a decent product (better), at a reasonable price (cheaper), and timely provision (faster). In responding to environmental conditions that are changing and full of uncertainty, the marketing strategy used by companies, including for small-scale companies is important, and broadly it can be divided into two strategies, namely online and offline marketing strategies.

In today's conditions, companies generally use a mix of both, namely online and offline marketing strategies, or the so-called "omni-channel strategy" [9]. The proportion

of the strategy combination on small-scale garment companies, however, is often disproportionately implemented. There are companies that dominantly implement offline marketing, and there are companies that dominantly implement online marketing. The difference between online and offline marketing is mostly related to their abilities to reach market; online market reach is definitely wider than offline market. In terms of time, online strategy can provide and receive market information quicker than offline marketing. Similarly, regarding payments, online strategy provides easier, faster and more precise payment system than offline strategy.

Lack of knowledge is one of the obstacles for business owners to implement online marketing strategies. Therefore, the success of a business is also determined by the level of knowledge. Nowadays, the lack of knowledge and understanding of information technology will weaken the ability to reach success. However, in relation to offline marketing strategies, there are also a number of advantages namely the relatively lower risk of unqualified product, and the access to obtain product knowledge directly from the consumers.

4. Results: Marketing Strategy for Small-Scale Garment Product

Small-scale garment businesses in Kutawaringin Village, West Bandung, are the informants in this study. These garment business owners stated that during the covid-19 pandemic they felt an impact on the sustainability of their business. However, with this pandemic there are many things that can be learned and lessons to be taken to help them sustain their business, even to improve the level of success in their business. Thus, the COVID-19 pandemic does not only bring negative impact on the operation and performance of the garment business, but there is also a positive side so that "business actors can learn" [10], from their experience during the pandemic. Including the changes in product life cycle curve, as they previously acknowledge before the pandemic.

The level of competition for garment products in the market that is getting tighter and also the emergence of unpredictable conditions, namely the covid-19 pandemic, poses a challenge to these business owners to take measures, so that their business can survive, even progress under any conditions. Based on our research, one of the efforts implemented by these business owners is the utilization of two general marketing strategies, namely online and offline marketing strategies. In practice, since the COVID-19 pandemic, none of these garment companies have fully utilized the online marketing

model, or conversely, none of these small-scale garment companies have used 100% offline marketing strategies, therefore what is practiced in the field is a combination of online and offline marketing strategies.

Based on the information obtained from these small-scale garment business owners and related parties, including from the business coaches and the village government that consistently monitors and fosters garment entrepreneurs in their villages, each of these business owner implements a unique combination of online and offline marketing. It is estimated that entrepreneurs who use online marketing strategies during the pandemic have a 0.95 probability to continue use online strategies in the next 1 month after the pandemic, and a 0.05 probability to use offline marketing. On the other hand, business owners who use offline marketing strategies during the pandemic have a 0.85 probability to continue using the same strategy in the next 1 month after the pandemic, and a 0.15 probability to alter their strategy to online marketing strategy in the following month.

Based on the estimated data from the garment business owners, it can be mentioned that the garment product marketing strategy used by the company will determine its success in the future. The dominant use of online marketing strategies carried out by a small number of these companies is evidently successful to be implemented during the pandemic; improved level of market reach and further increase the number of sales. On the other hand, business owners that continue use offline marketing strategies experience lower number of sales. To survive, they had to maintain good relations with business partners, namely by working based on job orders. Maintaining good relations is one of the best strategies to survive. An online marketing strategy is also carried out, although it is dominant that these small-scale garment entrepreneurs use offline marketing. For implementation in the field, these two strategies become an integrated way, and this becomes a lesson for entrepreneurs to be able to maintain their business, of course by paying attention to the quality of the products they offer to their target markets.

Online and offline marketing strategies for small-scale garment business products can be shown in Table 1, which shows the probability of using this marketing strategy in the future, namely the pandemic and post-pandemic periods.

By using “Markov analysis” [1], we can measure the proportion of online and offline marketing strategies, considering the use of these two strategies determines the success of garment product marketing. The results of calculations using Markov’s formulation is shown in Table 2.

TABLE 1: Probability of Marketing Strategy Movement.

Pandemic Era	The Following Month	
	Online	Offline
Online	0.95	0.05
Offline	0.15	0.85

Source: Field Data, Processed, 2022

TABLE 2: Steady-State Probabilities.

$$[\text{Online} \ \text{Offline}] = [0,75 \ 0,25]$$

Source: Field Data, Processed, 2022

Table 2 shows that, in the post-pandemic period, small-scale garment companies, which have been dominantly using online marketing strategies, will use online marketing strategies more dominantly than offline marketing strategies in the future. However, there has been a decrease in the proportion of online marketing usage from the pandemic period, this is understandable considering the post-pandemic conditions opportunities for the offline market are also increasingly open, especially for local markets with profitable market opportunities.

For companies that have been using offline marketing strategies, in the post-pandemic period, offline marketing strategies will be more dominant and increase the proportion of online marketing strategies. The use of online marketing strategies will expand the market for existing products, however, the offline method that has been carried out has become a way that cannot be abandoned by companies that are already using offline marketing strategies. It is not dominant to use online marketing for these garment business people, because they assume that to provide and use online marketing strategies it takes a large amount of money and also sufficient skills to implement this strategy, therefore they continue to use offline strategies, but also use online methods with non-dominant proportions. Based on that, it is known that small-scale garment business owners who dominantly use online marketing strategy consist of young entrepreneurs, with strong enthusiasm and curiosity. They are sure that online marketing strategy is the better strategy, but still open the possibility to implement offline marketing strategies in non-dominant proportions.

5. Conclusion

1. The appropriate marketing strategy is vital to be implemented both during pandemic and post-pandemic. Field results show that, during the pandemic, garment

businesses that have used online marketing strategies will continue to use this strategy on post-pandemic, in order to improve the market performance.

2. Garment businesses that have dominantly used offline marketing strategies will increase the proportion of online marketing strategy in the post-pandemic era, considering this strategy has the ability to improve their market share and sales numbers.

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