

# Membangun Daya Saing Usaha Mikro, Kecil, dan Menengah (UMKM) Melalui Pemasaran Digital, Studi Kerajinan Perak Filigri di Kotagede Yogyakarta Pada Masa COVID-19 = Building Competitiveness in Micro, Small, and Medium Enterprises (MSMEs) Through Digital Marketing, Study Case Filigree Silver Craft in Kotagede, Yogyakarta During COVID-19

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## Abstrak

Tesis ini membahas bagaimana meningkatkan daya saing Usaha Mikro, Kecil, dan Menegah (UMKM), melalui penggunaan pemasaran digital. Meskipun industri kerajinan perak filigri sudah menggunakan pemasaran digital, namun pelaku UMKM masih kesulitan dalam menjual produk. Penelitian ini bertujuan menganalisis daya saing melalui penggunaan pemasaran digital dalam tataran makro, meso dan mikro pada UMKM kerajinan perak filigri di Kotagede, Yogyakarta. Penelitian ini menggunakan metode kualitatif Soft Systems Methodology (SSM). Pengambilan data dilakukan melalui wawancara mendalam pada tataran makro, meso, dan mikro. Terdapat tujuh tahapan analisis data, mulai dari pemetaan masalah melalui rich picture, penyusunan conceptual model melalui root definitions, perbandingan conceptual model dengan dunia nyata, hingga action plan. Hasil penelitian ini menunjukkan adanya permasalahan: 1) sumber daya manusia 2) kesenjangan pengetahuan digital 3) terjadi kompetisi harga; 4) jaringan kelompok pada tataran meso tidak optimal; dan 5) pelatihan strategi pemasaran digital belum fokus produk dengan segment terbatas. Saran yang dapat diberikan antara lain: kesepakatan bersama mengenai upah minimum, pelatihan untuk regenerasi perajin, strategi blue ocean dan inovasi produk, memperkuat peranan koperasi dan asosiasi, penambahan pelatihan strategi digital untuk produk dengan segment terbatas di Kotagede.

.....This thesis discusses how to increase the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) using digital marketing. Even though digital marketing is used in the filigree silver craft industry, the MSMEs players are having difficulties in selling their products. This study aims to analyze competitiveness through the use of digital marketing at the macro, mezzo, and micro levels of filigree silver handicraft SMEs in Kotagede, Yogyakarta. This study uses a qualitative method Soft Systems Methodology (SSM). Data were collected through in-depth interviews at the macro, meso, and micro levels. There are seven stages of data analysis, starting from collecting problem situations, building a conceptual model through root definitions, comparing models with real-world, until taking action. The results of this study indicate the following problems occur: 1) the human resource issues; 2) a digital knowledge gap; 3) price competition; 4) the group network function at the mezzo level is not working properly; and 5) the training given not focus on a limited segment product. Therefore, a collective agreement on minimum wage needs to be made, focus on training for regeneration, carrying out blue ocean strategy and product innovation, strengthening the role of cooperatives and associations, increase digital strategy training which focuses on segmented products in Kotagede.