



THE STRENGTHENING MARKETING STRATEGY OF THE PEARL JEWELRY CRAFTS INDUSTRY IN MATARAM DUE TO THE IMPACT OF COVID 19 PANDEMIC

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ARTICLE INFO	ABSTRACT
<p>Keywords: strategy, marketing, craft, pearl</p> <p>How to cite: Ilhamudin, Muhamad., Nururly, Santi., Rusminah., (2022). <i>The Strengthening Marketing Strategy of The Pearl Jewelry Crafts Industry in Mataram Due to The Impact of Covid 19 Pandemic.</i> JMM UNRAM, Vol 11 No.1, 1-12</p> <p>DOI: 10.29303/jmm.v11i1.702</p> <p>Diusulkan : 31 Januari 2022 Diterima : 05 Februari 2022 Dipublis : 15 Februari 2022</p>	<p>The purpose of research conducted on the creative industry of pearl jewelry is to analyze the strengthening of industrial marketing strategy due to the impact of covid-19 pandemic in Mataram. The type of research used is qualitative with a descriptive type of approach. Analysis is carried out in three stages, namely: the first stage as a data input stage on the IFE and EFE matrices, the second stage as a matching stage using the SWOT matrix, and the third stage was the formulation of strengthening marketing strategies for the pearl jewelry industry. The results show that this industry actually has a strong foundation to develop in future. Industry capacity and competence have been built for a long time as a legacy from previous generations, pearl quality, and the industry's ability to build networks with partners and consumers outside the region and even abroad can be a source of competitive advantage for the industry going forward. The Covid pandemic as the most dominant threat variable has collapsed the industrial structure, sales have fallen sharply, production activities and supply of raw materials have stopped. Most of the business actors in all production and marketing chains are unemployed. Strengthening the marketing strategy is formulated so that the industry can get out of unusual situations, namely the industry must build core competencies, using social media in marketing, using market places, continuing to build positive perceptions and attitudes about product quality, increasng craftsman creativity in design skills, and providing training to entrepreneurs and merchants on online marketing.</p>
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1. INTRODUCTION

The Ministry of Trade of the Republic of Indonesia noted that the contribution of the creative industry to Indonesia's GDP in 2013 was 154.3 trillion in rupiah. The creative industry as one of the new and potential fields in Indonesia's industrial field is able to absorb up to 11.8 million workers with a participation rate of 18.2%. Meanwhile, in terms of exports, the creative industry recorded a total export of 119 trillion in rupiah or 5.51% of national export.

One of the reasons for the need to develop potential of creative industry is the positive impact on people's lives, business climate, economic improvement, and also has an impact on the image of a region. Creative products in the creative industry offer something new, either in goods or services, can encourage people to come, see, know, feel, or even want to own if something new can be traded.

Products in creative industry, whether something completely new, innovation to something that already exists or imitate elsewhere, will encourage people to know about the existence of something new. The existence of the creative industry is directly or indirectly an object and a tourist attraction that can encourage people to come or visit the existence of the creative industry.

The city of Mataram, NTB, has a potential for a creative industry which, if managed properly, will become a driving force for tourism destinations in that place. One of the creative industries that have good prospects is pearl jewelry which is spread in the Sekarbela craft center, Mataram city. This type of craft has its own role because it has international market potential, and also includes local wisdom in the use of production factors.

The Covid-19 pandemic hit the world, resulted in all business sectors including the creative industry experiencing an impact of declining sales and profits so that this business became sluggish and less enthusiastic. This condition requires strengthening a marketing strategy through the identification of internal and external factors. Strengthening this strategy aims to increase competitive advantage so that this creative industry can compete in uncertain conditions.

The determination of marketing strategy must be based on an analysis of an internal and an external environment. The analysis is carried out through an identifying company's strengths and weaknesses as well as an company's opportunities and threats (Abdika, 2014). Marketing strategy is able to change the focus from product to customer, wider external factors concerning competition, government policies and regulations including macro and micro economics, socio-culture, demographics, law, politics, and technology (Suyanto, 2007).

Based on these conditions, research on marketing strategy is important to be carried out for sustaining the business, therefore it can be able to increase the welfare of business players and at the same time moving up the economy of the region.

2. LITERATURE REVIEW

2.1. Craft Industry

Based on the results of the UNESCO/ITC International Symposium in Manila in 1997, handicraft is an industry that produces products, either entirely by hand or using ordinary tools, mechanical equipment may also be used as long as the contribution of the craftsmen remains more substantial in the components of the final product. Craft activities are creative activities related to the creation, production and distribution of products made and produced by craftsmen starting from the initial design to the product completion process, including handicrafts made of precious stones, natural and artificial fibers, leather, rattan, bamboo, wood, metal (gold, silver, copper, bronze, iron), glass, porcelain, marble, clay and lime.

Handicraft products are generally only produced in relatively small quantities (not mass production). The volume of production produced by this craft industry group is highly dependent on the number and expertise of the available craftsmen so that this industrial group can be categorized as a labor-intensive industry.

Based on the raw materials used, handicraft products can be categorized as follows:

1. Ceramics, such as clay, earthenware, pottery, stoneware, porcelain.
2. Metals, such as gold, silver, copper, bronze, iron.
3. Natural fiber, such as natural fiber (bamboo, roots, rattan).
4. Stones, such as precious stones, semi precious stone, jade.
5. Textiles, such as cotton, silk and linen.
6. Wood, such as paper and lacquer ware.

2.2. SWOT analysis

According to Rangkuti (2008: 22) SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities and threats in a project or a business speculation. These four factors make up the acronym SWOT (strength, weakness, opportunity, and threat). This process involves determining the specific objectives of the business and project speculation and identifying the internal and external factors that support and do not achieve these goals. SWOT analysis can be applied by analyzing and sorting out various things that affect the four factors, then applying them in a SWOT matrix image. The application is how strengths are able to take advantage of existing opportunities, how to overcome weaknesses that prevent profits from existing opportunities. How strengths are able to deal with existing threats, and how to overcome weaknesses that can make threats real or create a new threat.

The following is an explanation of SWOT (Davuid, 2005: 47), namely:

1. Strength

Strengths are resources, skills or other advantages related to the company's competitors and market needs that it can serve. Strengths are special competencies that give a company a competitive advantage in the marketplace.

2. Weaknesses

Weaknesses are limitations or deficiencies in resources, skills, and capabilities that effectively hinder the company's performance. These limitations can be in the form of facilities, financial resources, management capabilities and marketing skills which can be a source of company weaknesses.

3. Opportunity

Opportunities are important favorable situations in the company's environment, such as technological changes and increasing relationships between companies and buyers or suppliers are a picture of opportunities for companies.

4. Threats

Threats are important unfavorable situations in the corporate environment. Threats are a major nuisance to the company's current or desired position. The existence of new or revised government regulations can be a threat to the company's success.

SWOT analysis can be used in various ways to improve analysis in strategy formulation efforts. Generally, what is often used is as a framework/systematic guide in discussions to discuss basic alternative conditions that may be considered by the company. According to Rangkuti (2006: 32), the SWOT matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to its internal strengths and weaknesses. This matrix can produce four sets of possible alternative strategies.

Table 1. SWOT Matrix

IFAS	Strengths (S)	Weaknesses (W)
	Determine the internal strength factor	Determine internal weakness
EFAS	SO Strategy	WO Strategy
Opportunities (O)		
Determine the external opportunity factor	Create strategies that use strengths to take advantage of opportunities	Create strategies that minimize weaknesses to take advantage of opportunities
Threats (T)	ST Strategy	WT Strategy
Determine external threat factors	Create strategies that use strength to overcome threats	Create strategies that minimize weaknesses and avoid threats

Source: Rangkuti (2006: 83)

3. RESEARCH METHODS

3.1. Types of research

The type of research used in this research is descriptive. This method is called descriptive because this method focuses on a step in solving problems that exist in the present or actual, then the data collected is first compiled, explained and then analyzed (Surakhmad, 1998: 140). The purpose of descriptive research is to make a systematic, factual and accurate description, picture or painting of the facts, characteristics and relationships between the phenomena being investigated.

In this case, descriptive research is used to get an overview of the marketing strategy during the Covid-19 period in the creative industry of pearl jewelry which is one of the leading products of the city of Mataram, which is centered in the Sekarbela craft center.

3.2. Research Respondents

In determining the respondent as the data source in this study, the researcher used purposive sampling technique. Determination of this technique in order to obtain information with high validity and reliability. Regarding the purposive sampling technique, Wardana (2009:272) explains that the selection of purposive samples is the selection of subjects or people who are selected according to the characteristics and special criteria possessed by the sample or a strong understanding of the object under study.

According to Faisal (1990:67) in order to obtain relevant information, there are several criteria that can be considered, including:

1. A long-standing subject with an activity that is a target or concern
2. Subjects who are still fully related to the activities that are the target or concern
3. Subjects who have enough information, time, and opportunity to be questioned.

Based on these considerations, the researchers determined the respondents in this study, namely:

1. Pearl Jewelry Entrepreneurs Association Manager
2. Pearl jewelery businessman/trader
3. Consumers of pearl jewelry products

3.3. Analysis Techniques

The research data collected were tabulated and analyzed. Data analysis in this study used several approaches as follows:

1. Descriptive Analysis

Descriptive analysis is an analysis that is useful for describing the variables studied (Arikunto, 2000: 213). The results of this study are only to describe or describe the current state of an object of research based on the facts that appear or as they are. This analysis is to find out about the profile of the creative industry for pearl jewelry in the city of Mataram.

2. SWOT analysis

SWOT analysis is the identification of various factors systematically to formulate the factors driving and inhibiting the growth and development of the creative industry sector in the pearl jewelry craft sector. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats (treats). This is called situation analysis. The most popular model for situation analysis is SWOT analysis (Rangkuty, 1998:19).

SWOT analysis compares external opportunities and threats (treats) with internal strengths and weaknesses, to produce an appropriate analysis.

Table 2. Analysis of Internal and External Factors

Internal and External Strategic Factors	Weight	Rating	Weight x Rating
Strength			
Weakness			
Opportunity			
Threat			

Source: Freddy Rangkuti, 2006: 24-25

Description:

The weighting of each scale starts from 1.0 (most important) to 0.0 (least important). All these weights must not exceed a total score of 1.00. Giving a rating for each factor with a scale ranging from four to one. Giving a rating value for positive strengths and opportunities is given a rating of 4, if it is small, it is given a rating of 1. Giving a negative rating of weaknesses and threats that is bigger is given a rating of 1, but if it is small, it is given a rating of 4.

After collecting information that affects the business continuity of the pearl jewelry industry, the next step is to utilize the information into strategy formulation. The matrix below explains how the opportunities and threats faced by the industrial sector will be adjusted to the existing strengths and weaknesses. This matrix includes four sets of strategic alternatives.

Table 2. Analysis of Internal and External Factors

Internal factors	Strength (S)	Weakness (W)
External Factors		
Opportunity (O)	Existing strengths are used to fill available opportunities (SO)	Take advantage of existing opportunities by overcoming their weaknesses (WO)
Threat (T)	Strengths possessed to overcome the threats faced (ST)	Minimizing weaknesses and avoiding threats (WT)

Source: Freddy Rangkuti, 2006: 24-25

Description:

Strengths (S) = strength, namely the strength factors possessed by the industry, including the special competencies contained in the organization which result in the possession of industrial comparative advantages.

Weakness (W) = weakness, namely limitations or deficiencies in terms of resources, skills and abilities that become a serious barrier to organizational performance.

Opportunity (O) = opportunities, namely various favorable environmental situations for an industry.

Threat (T) = threat, namely environmental factors that are not profitable (Siagian, 2005: 172).

4. RESULTS AND DISCUSSION

4.1. Matrix Analysis of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE)

Data analysis in this study includes analysis of internal factors and analysis of external factors of the creative industry of the pearl jewelry sector in Mataram city through Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. Furthermore, the results of the IFE and EFE calculations will describe the position of the creative industry in the pearl jewelry craft sector of the city of Mataram against its competitors.

1. Internal Factor Evaluation (IFE) Matrix

The IFE matrix consists of strength and weakness variables, each variable has indicators described in the following table.

Table 4. Internal Factor Evaluation (IFE)

No	Strengths and Weaknesses	Weight	Rating	Score
Strength				
1.	Products are made manually with a touch of local culture	0,17	4	0,68
2.	Marketing network outside the region has been built, especially to Bali and DKI Jakarta	0,16	3	0,48
3.	Jewelry raw materials are available in the required quantity and quality	0,18	4	0,72
4.	Unique skills passed down from previous generations	0,17	4	0,68
Total Strength		0,68	15	2,56
Weaknesses				
1.	The quality and quantity of labor in product design is still low and limited	0,08	2	0,16
2.	Mastery of process technology is still low	0,08	2	0,16
3.	There is no superior variant that can be used as the main commodity	0,08	2	0,16
4.	Large venture capital has high risk	0,08	2	0,16
Total Weakness		0,32	8	0,64
Total IFE Score		1	7	1,92

Source: primary data processed, 2021

Based on the data above, IFE consists of two variables, namely strengths and weaknesses. Strength has 4 indicators, each indicator has a weight/level of importance in the range of 0.16-0.18. However, the average respondent gave a very agree answer so that it gave a very strong value (or 4) on the product indicator made manually with a touch of local culture; marketing network outside the region has been developed, especially to Bali and DKI Jakarta; jewelry raw materials are available in the required quantity and quality, and skills are unique and inherited. These four indicators have become permanent characteristics inherent in the pearl jewelry industry of Mataram city. Through a home made process, customers will be served according to their wishes (weight 0.17 and rating 4). The growth of the pearl jewelry business before the pandemic, has grown the marketing chain. Most of these industrial consumers come from outside the region, such as DKI Jakarta and Bali, so that relationships

with business partners are built in these points of sale (weight 16, rating 3). Jewelry raw materials such as pearl grains are easily obtained. Lombok is a pearl cultivation location that has been developing for a long time (weight 0.18 and rating 4). Unique skills that are inherited make it easy for the industry to get craftsmen, this has become a source of competitive advantage for the industry (weight 0.17 and rating 4). The total score for the power variable is 2.56.

The weakness variable has 4 indicators, namely the quality and quantity of labor in product design is still low and limited; mastery of process technology is still low; does not have a special design that can be used as the main commodity; and large venture capital carries a high risk. The four indicators of weakness have the same weight and rating. The quality and quantity of labor in product design is still low and limited (weight 0.08 and rating 2); mastery of process technology is still low (weight 0.08 and rating 2); does not have a special design that can be used as the main commodity (weight 0.08 and rating 2). Lombok pearl types have different characteristics, but the design of the jewelry products is not different from that of most jewelry designs, so that all products look the same in the market (weight 0.08 and rating 2). The large capital requirement is not difficult to meet, but the investment risk is high if the industry does not grow like during the current pandemic (weight 0.08 and rating 2). The total score for the weakness variable is 0.64.

Having found the total score of each variable, the score for the IFE matrix is the total score of strengths minus weaknesses ($2.56 - 0.64 = 1.92$). So the total score of the IFE matrix is 1.92.

2. External Factor Evaluation (EFE) Matrix

The EFE matrix consists of opportunity and threat variables, each variable has indicators which will be explained in the following table.

Tabel 5. External Factor Evaluation (EFE)

No	Strengths and Weaknesses	Weight	Rating	Score
Opportunity				
1.	The potential of existing customers is quite large	0,15	3	0,45
2.	Marine pearl conservation and cultivation continues to develop	0,15	3	0,45
Total Opportunity		0,30	6	0,90
Threat				
1.	Prolonged COVID-19 pandemic	0,30	4	1,20
2.	Competition with manufactured industrial products and local products	0,20	3	0,60
3.	Rising raw material prices	0,20	3	0,60
Total Threat		0,70	10	2,40
Total EFE Value		1	4	(1,50)

Source: primary data processed, 2021

Based on the data above, EFE consists of two variables, namely opportunities and threats. The opportunity variable has 2 indicators, namely: the potential for existing customers is quite large, and the preservation and cultivation of sea pearls continues to grow. Actually pearl jewelry is an accessory that has no less demand and is part of a fashion product, the design grows in normal times like fashion fashion, but because of the pandemic, that potential is hidden or not growing (weight 0.15 and rating 3). Another opportunity owned by the Lombok pearl jewelry industry is because the Lombok sea waters produce high quality pearls (Queen Pearl) and cultivation continues (weight 0.15 and rating 3). The total score of the opportunity variable is 0.90.

The threat variable has 3 indicators, namely declining national and global market buying interest, the presence of competitors from manufacturing industries, and rising raw material prices. During the pandemic, product demand fell drastically, purchases from outside the region as the largest part of pearl jewelry consumers decreased, there was no local demand because tourism objects were empty of guests (weight 0.30 and rating 4). Industrial manufacturers issue products at lower prices, even imitation products. The market segment that does not prioritize quality, but still looks stylish is not inferior to high quality pearl jewelry products served by manufacturer products (weight 0.20 and rating 3). Pearls are getting rarer, however, cultivation continues. The higher acquisition price of raw materials (pearls) for jewelry entrepreneurs will reduce the volume/number of pearls purchased (weight 0.20 and rating 3). The total score for the threat variable is 2.40. So the total score for the EFE matrix is the total score of opportunities minus the total score of the threat variable, which is $0.90 - 2.40 = (1.50)$.

4.2. SWOT Matrix Analysis

Based on the results obtained from the internal and external analysis in the tables above, the results can be summarized as follows:

1. Total strength score = 2.56
2. The total score of weakness = 0.64
3. Total score of odds = 0.90
4. Total threat score = 2.40

The value of the strength factor is greater than the weakness factor, and the value of the opportunity factor is smaller than the threat factor. This means that the position of the pearl jewelry industry in Mataram City is in a combination position. The internal condition of the creative industry is still quite strong, but in a threatened environment. To find the coordinates in the axis system can be searched in the following ways:

1. Coordinates of Internal Analysis

$$\begin{aligned} & (\text{Total Strength Score} - \text{Weakness Total Score}) / 2 \\ & = 2.56 - 0.64 / 2 = 0.96 \end{aligned}$$

2. Coordinates of External Analysis

$$\begin{aligned} & (\text{Total Opportunity Score} - \text{Total Threat Score}) / 2 \\ & = 0.90 - 2.40 / 2 = (0.3) \end{aligned}$$

So the coordinates of the point are 0.96 ; (0.3)

Next, the results of these coordinates are presented in a SWOT matrix diagram to determine the real position of the industry.

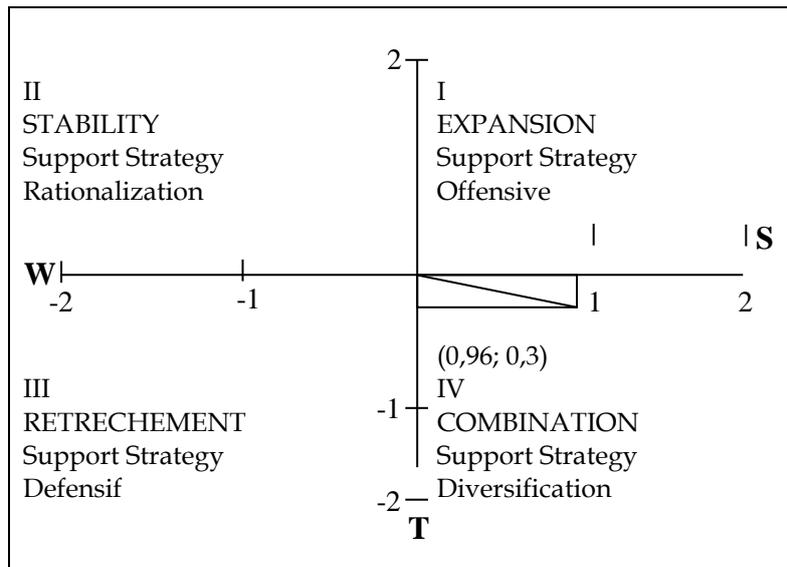


Figure 1. SWOT Matrix Diagram

From the meeting of the diagonal points, it is known that the position of the creative industry is in quadrant IV. The calculation results from each quadrant can be described in the following table.

Table 6. Quadrant Calculation Results

Quadrant	Point Position	Matrix Area	Ranking	Strategy Periority
I - SO	(2,56 ; 0,90)	2,304	2	Growth
II - WO	(0,64 ; 0,90)	0,58	3	Stability
III - WT	(0,64 ; 2,40)	1,54	4	Collapse
IV - ST	(2,56 ; 2,40)	6,14	1	Combination

In quadrant I (SO strategy) the general strategy that can be done by the industry is to use strength to take advantage of every opportunity that exists. In quadrant II (WO strategy) the industry can take advantage of existing opportunities as a reference to focus activities by avoiding weaknesses. In quadrant III (WT strategy) the industry must minimize all weaknesses to face every threat. Finally, in quadrant IV (ST strategy) the industry must make every strength to face every threat by creating diversification to create opportunities.

4.3. Formulating Marketing Strategy

The COVID-19 pandemic has lasted for two years crippling almost all business sectors. The demand for goods and services has dropped drastically, people's purchasing power has fallen, the priority of purchasing products is more on products that have relevance to health and basic needs. To prevent the spread of the virus, the government has taken firm measures such as PPKM, restricting travel, bans going home, providing social assistance so that people don't leave their homes, taking firm action to people who do not comply with health protocols, and so on.

The business sector has responded in various ways to the uncertain end of the pandemic. Many companies then closed their businesses because there was no more demand, some reduced their production capacity and services, but some were hesitant because of the large exit costs the company had to bear. As a consequence, many companies' operations were forced to stop by circumstances, companies had to cut off employment with employees, high fixed costs had to be paid, the risk of damage to facilities and unused capacity were part of the risks that weighed on the business sector.

The various consequences faced by the company due to the COVID-19 pandemic will not be completed if a solution is not found. For businesses that are engaged in the pearl jewelry

industry, they must dare to make breakthroughs in marketing for the continuation of this business in the future. Departing from the SWOT calculation above, this industry is in the combined quadrant, which means that all of its strengths are directed at minimizing the negative impact of the dynamics of the environment that are currently threatening. The covid pandemic as the most dominant threat variable has collapsed the industry structure, sales have fallen sharply. Therefore, a marketing strategy formulation was built as a strengthening strategy during the pandemic.

1. Build Core Competencies

In difficult times due to this pandemic, companies must offer something different, both in terms of product and service competencies, offerings, and design. Core competencies become important when consumers no longer think about buying jewelry when purchasing priorities are more directed at products that increase body immunity and health.

The core competency that can be built on the Sekarbela pearl jewelry industry during this difficult time is to give consumers confidence to design and make their own desired jewelry. Therefore we need an application that can accommodate the needs of such consumers. In the application, the company can provide a catalog containing the basic designs for each type of jewelry such as rings, necklaces, bracelets and others. From this catalog, consumers can further design the desired jewelry according to taste. After the design is completed, it is submitted to the company. There is a game pattern that has changed from the online jewelry business and it is also different from the period before the pandemic, namely consumers don't have to leave their homes, customers can design their own and sit back and wait for the delivery of the dream jewelry.

2. Using Social Media in Marketing

Today's society is accustomed to using social media for various purposes, this makes social media can be used as a marketing bridge. Social media with its features, such as Facebook, Instagram, and Twitter, can serve as a digital marketing channel and can be used to communicate with consumers through advertising. With social media, it makes communication with consumers in marketing activities easy.

The marketing approach using social media is first, by preparing a video-based content marketing plan that is becoming a trend in today's society. Second, is to see and monitor the content that gets the most responses from the public, where uploads that get good responses show that the content is liked by the community. The content in question is not only liked by the public or customers but also ensures that the public or customers have easier access to the content created. Another method is to form a group or better known as forming a digital community, by creating a digital community that is expected to be able to attract consumers to know the products being marketed. In community groups, something more humane is presented, not only focusing on products but also being able to present various information or stories about products. This method can provide convenience to community members, as well as to raise their loyalty to the product.

3. Using an Intermediary (Marketplace)

Online buying and selling activities are on the rise during this pandemic. One of the most widely used platforms for online trading in Indonesia is the marketplace. Marketplace is an intermediary between sellers and buyers in cyberspace. The marketplace site acts as a third party in online transactions by providing a place to sell and payment facilities. It can be said that the marketplace is an online department store. Examples of popular Indonesian marketplaces are Tokopedia, Bukalapak, Elevenia, Blanja, and BliBli. Some examples of popular overseas marketplaces in Indonesia are Shopee (Singapore), Lazada (Singapore), JD.ID (China), Amazon (United States), and Rakuten (Japan).

4. Continually Build Positive Perceptions and Attitudes About Product Quality

The quality of Lombok pearls has been recognized nationally and has become an icon of Lombok tourism. Lombok pearls are one of three types of marine pearls that have high commercial value, namely the type of *pinctada maxima* (black lip pearl oyster). While the other two are Akoya, a type of Japanese pearl, and a Tahitian pearl in the waters of the American continent. Of the three types of pearls, the best in color and shape quality is the *Pinctada maxima* found in Lombok waters.

Perceptions about the quality of these pearls must continue to be embedded in the minds of customers so that loyalty is formed to them. Building this perception can be done on potential customers as well as existing customers through promotional activities and communication through digital technology that is currently developing. This perception of quality becomes increasingly important when the priority of consumer fulfillment has shifted to meeting the need for health products that increase immunity.

5. Increase Craftsman Creativity, Especially in Design Skills

Design is a very important attribute for pearl jewelry. Consumers want innovative designs because tastes and needs develop, want designs that follow current trends, there are also consumers who want glamorous designs. In addition, there are also consumers who want jewelry designs that can build a more chic and edgy appearance, but still look luxurious.

Such consumer desires must be immediately responded to by the company. The availability of skilled workers who have ideas and high creativity in design is a form of response to consumer desires. The craftsmen's ability to design and even read designs made by customers will add value to Lombok's jewelry brands and products

6. Provide Training to Merchants/Entrepreneurs About Online Marketing

E-commerce marketing is the only option for the pearl jewelry business in the midst of the covid-19 outbreak. However, not many business actors understand how to create content and how to do online marketing. Therefore, the role of the government and other related parties is urgently needed to provide online marketing training, as part of efforts to strengthen this sector from adversity.

5. CONCLUSION AND MANAGERIAL IMPLICATION

5.1. Conclusion

Based on the results of research on strengthening marketing strategies in the Sekarbela pearl jewelry industry, Mataram city, the following conclusions can be drawn:

1. From the analysis of the Internal Factor Evaluation, it is known that the Sekarbela jewelry industry in the city of Mataram has a strength variable that is greater than the weakness variable. These results indicate that this industry actually has a strong foundation to develop in the future. Industry capacity and competence have been built for a long time as a legacy from previous generations, pearl quality, and the industry's ability to build networks with partners and consumers outside the region and even abroad can be a source of competitive advantage for the industry going forward.
2. The results of the External Factor Evaluation analysis show that the COVID-19 pandemic as the most dominant threat variable has collapsed the industrial structure, sales have fallen sharply, production activities and supply of raw materials have stopped. Most of the business actors in all production and marketing chains are unemployed
3. The pearl jewelry industry in Mataram city is in a combination position, where internal conditions are still quite strong but in a dynamic environment that is seriously threatening. Strengthening the marketing strategy is formulated so that the industry can get out of unusual situations, namely the industry must build core competencies, use social media in

marketing, use market places, continue to build positive perceptions and attitudes about product quality, increase craftsman creativity in design skills, and provide training to entrepreneurs and merchants on online marketing.

5.2. Managerial Implication

Starting from the findings in the study, the following suggestions are proposed:

1. The dynamics of today's chaotic environment cannot be faced alone by industry players, therefore the involvement of all relevant parties in strategy implementation will help the industry recover.
2. This research has limitations because it only formulates general strategy strengthening without detailing in detail the roles of various parties who should be involved in helping business actors get out of the impact of the COVID-19 pandemic. Therefore, it is necessary to conduct a more comprehensive research including identification of the relevant parties involved by confirming their respective functions and roles.

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