



Marketing Strategy for Facing Changes in Consumer Behavior in Disruption Era

I Gusti Ngurah Satria Wijaya^{1*}, Riza Wulandari², Annisa Balqis Bashira Syahrir Malintang Latanro³, Ni Nyoman Arie Rahayu Sugianitri⁴

Jl. Raya Puputan No.86, Dangin Puri Klod, Kec. Denpasar Tim., Kota Denpasar, Bali, Indonesia 80234
ngurah_satria@stikom-bali.ac.id, rizawulandari@stikom-bali.ac.id, 200050012@stikom-bali.ac.id,
200050017@stikom-bali.ac.id

*corresponding author

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Abstract

Research aim: This study aims to analyze marketing strategies in dealing with changes in consumer behavior of Generation Y and Generation Z in the era of disruption

Design/Method/Approach: The analysis technique of this research is an interactive analysis

Research Finding: The outcomes of research are conventional marketing strategies are still proven to be effective in accompanying digital marketing strategies in this era of disruption, in other words, the digital marketing strategy formed in this study is a development of the marketing mix strategy, especially the online promotion part as a result of changes in the behavior of the two generations in this era of disruption

Theoretical contribution/Originality: Provides reinforcement of the theory of marketing strategies used in dealing with changes in the behavior of generations Y and Z in this era of disruption

Practitioner/Policy implication: Provide policy recommendations for company management for marketing strategies used in dealing with changes in the behavior of generations Y and Z in this era of disruption

Research limitation: The limitation of this research is still a qualitative method so in the future it will be strengthened by using a quantitative method

Keywords: Marketing Strategy, Consumer Behaviour, Generation Y, Generation Z, Disruption Era

Abstrak

Tujuan Penelitian : Penelitian ini bertujuan untuk menganalisis strategi pemasaran dalam menghadapi perubahan perilaku konsumen generasi Y dan generasi Z di era disrupsi

Desain/ Metode/ Pendekatan : Teknik analisis penelitian ini adalah analisis interaktif

Temuan Penelitian : Hasil penelitian adalah strategi pemasaran konvensional masih terbukti efektif mengiringi strategi pemasaran digital di era disrupsi ini, dengan kata lain strategi pemasaran digital yang dibentuk dalam penelitian ini merupakan pengembangan dari

strategi bauran pemasaran khususnya bagian promosi online sebagai akibat dari perubahan perilaku dua generasi di era disrupsi ini

Kontribusi Teoritis/ Originalitas: Memberikan penguatan teori strategi pemasaran yang digunakan dalam menghadapi perubahan perilaku generasi Y dan Z di era disrupsi ini

Implikasi Praktis : Memberikan rekomendasi kebijakan bagi manajemen perusahaan untuk strategi pemasaran yang digunakan dalam menghadapi perubahan perilaku generasi Y dan Z di era disrupsi ini

Keterbatasan Penelitian : Batasan dari penelitian ini masih merupakan metode kualitatif sehingga kedepan diperkuat dengan menggunakan metode kuantitatif.

Kata kunci : Strategi Pemasaran, Perilaku Konsumen, Generasi Y, Generasi Z, Era Disrupsi

1. Introduction

The world continues to develop and change, where in the current era of disruption everything is digital-based. Digitalization has covered everyday human life, for example, smartphones and the internet. In the era of the industrial revolution 4.0, it is very difficult for humans to separate these two things, with the rapid development of technology, smartphones are not just a communication tool for two people, coupled with internet technology, these two advanced technologies have changed the order of life in the world, one of one in economics [1]. Through a smartphone with an internet connection, now a person can make buying and selling transactions for the products or services he has [2]. Today's retail businesses are required to be able to keep up with the times which aim to increase creativity and innovate in the field of product availability, know customer needs, the forms of services provided and are also able to see the behavior of consumers[3].

Today's business world is carried out in a digital world that connects people and companies. The Internet, a wide public web of computer networks, connects all kinds of users in all parts of the world connecting them to a huge repository of information. The internet has offered marketers new opportunities to provide clients with value and develop connections with them. The internet has been perceived as an appropriate medium for communication with consumers, as well as an effort to attract consumer attention and interest in products [4]. With the emergence and development of information technology applications and transforming ordinary forms of entrepreneurship into start-ups. One of the uses of information technology today is the use of e-commerce. E-commerce is trading that is carried out via the internet, the use of the internet has changed the way people make transactions [5].



Given how the internet is now used, online shopping has a lot of potential. People now shop online more frequently because they believe it to be more convenient. In order to support the assertion that digital marketing has replaced traditional marketing as the primary means of product promotion. In the third quarter of 2021, Tokopedia had an average monthly traffic of 158.1 million visits, placing it #1, according to data from Iprice. From the 147.8 million visits reported in the previous quarter, this number climbed by 7%. In contrast, Shopee has an average of 134.4 million visitors per month. The number of visits increased by 5.8% as compared to the second quarter of 2021, which had a total of 127 million visits. Third place is occupied by Bukalapak. Bukalapak saw 30.1 million visits in the third quarter of 2021, a 2.3% increase from the second. Lazada came in second with 27.95 million visitors. This figure represents an increase of 1% over the 27.7 million visits reported in the previous quarter [6].

It is undeniable that the use of digital and information technology in the era of disruption coupled with the emergence of the Covid-19 pandemic has undeniably had a considerable influence on accelerating changes in consumer behavior towards an era of disruption. The author has observed and conducted research with studies on consumer purchasing decision behavior in recent years, and has even linked it to studies from generational theory represented by generation Y and generation Z who are still active in conducting business transaction activities. The last result obtained is that between Y and Z generations, there are three factors that have contradictory results when it comes to factors that influence consumer purchasing decisions, namely perceived convenience, E-WOM, and price. While price conformity has no impact on Generation Y's decision to acquire an item, perceived convenience and E-WOM have a substantial positive link with this choice. When making purchases, Generation Z gives the price suitability aspect serious thought. Generation Z, on the other hand, does not take into account E-WOM or perceived ease of use. In the post-pandemic period, perceived usability, safety, and motivation factors have a favorable but not significant association to e-commerce purchase decisions. For positive emotional aspects, there is a strong positive relationship for both generation Y and generation Z [7]. The results of other studies also state that the consumer behavior of Generation Z and the previous generation is different. Generation Z who are proficient in using technology and their various activities are supported by technology, use social media, update information and tend to be consumptive. The results of research show that price is the first consideration and the reason they buy or consume a product. In purchasing quality products, they still refer to very cheap prices. Another determining factor is promotion [8].

This research will provide an update in analyzing marketing strategies in dealing with changes in consumer behavior of generation Y and generation Z in the era of disruption. This



case study takes the object of research from company management that has implemented e-commerce in the city of Denpasar. The reason for choosing this is because companies in the city of Denpasar are companies that have experienced progress in the application of information technology compared to other cities on the island of Bali and there is a need for special scientific studies which will later provide recommendations for the management of companies that already use e-commerce to implement strategies marketing of the results of this research later.

1.1 Statement of Problem

Through the phenomena of changes in consumer behavior that have occurred above, further studies should have been carried out in the direction of determining the right marketing strategy to deal with changes in this era of disruption. So that in the future it can provide appropriate recommendations for business people or company management, especially in the field of marketing. The following are several studies that have reviewed marketing strategy studies in this era of disruption. Kwok et al. (2020) in their research stated that the marketing mix model is a very useful tool in helping service companies solve managerial problems in marketing. Pee (2016) in his research stated that in managing the marketing of product information variables, prices, promotions, and product distribution can mitigate the negative impact of online reviews (NOR). Pandey et al. (2023) states that all aspects of the online marketing mix factors significantly influence the decision of Thai tourists to make accommodation online. According to Li et al. (2020), the link between a social media marketing strategy's (SMMS) social trading strategy, social content strategy, and social monitoring strategy relies on the strategy's maturity level. Any SMMS will be successful if the business can find and use customer-owned resources, such as turning customers from passive consumers of a company's social media services into active value creators. Additionally, it will depend on the organization's readiness to commit resources to fostering collaborative consumer interactions, generating pertinent customer answers, and fostering better customer connections. According to Hajarian et al. (2021), the researchers contend that the academic literature has not properly defined the borders between various internet marketing techniques. The 'oldest' internet marketing techniques, such as email and websites, are still quite important for today's business communications, according to an assessment of the literature. Juswandi et al. (2020) asserted that the marketing chain's length, the dominance of generation X and baby boomer producers of agricultural goods, and the low level of e-commerce penetration were the reasons behind the agriculture sector's digital marketing strategy's failure. Based on the background of the problems previously described and previous research gaps on effective marketing strategies in the digital era and research conducted by the author, a research problem formulation was developed, namely how to

analyze to find marketing strategies in dealing with changes in behavior from generations Y and Z in this era of digital change.

1.2 Research Objectives

This study aims to analyze marketing strategies in dealing with changes in consumer behavior of generation Y and generation Z in the era of disruption so that the results of the research will provide appropriate recommendations for company management to use marketing strategies for potential customers in the future.

2. Metode

This study has been developed using qualitative methodologies. Observations, literature reviews, and in-depth interviews served as the foundation for the data collection methods used in qualitative research. Researchers conducted in-depth interviews with the company by visiting the location and speaking with them face-to-face.[15]. Five participants in this study were categorized according to the type of business they were in and how they used digital marketing. The interview procedure was carried out both physically and online, taking time management and interview mobility into consideration.

Purposive sampling was used to determine the sample size in this study, and the 5 informants who were chosen were experts in using information technology for business management. This made it simpler for researchers to explore the subject or situation under study and the applicability of research findings to informants [16]. The next step after obtaining the informants was to create an interview guide. Based on the classification of business kinds and the use of digital marketing, Table 1 below provides an overview of the identities of the 5 selected firm informants.

Table 1. Corporate Identity Classification

No	Company	Type	Company Platforms
1.	Hanbook Store	e-book	Digital
2.	Uwala.Id	e-design	Digital
3.	Tokovent	e-event	Digital
4.	Mental Health Care	e-health	Mix (Conventional and Digital)
5.	Mai Undangan	e-invitation	Digital



The data analysis process uses interactive analysis. Interactive Analysis is used to generate answers from the Qualitative method. The stages of data analysis in this study are as follows [17]: First, data collection. Data collection to meet research needs, namely informants, was carried out by means of in-depth interviews both online and offline. Second, data reduction. This stage was carried out after conducting interviews (in-depth interviews) by seeking clustering of answers from the dominant informants so that they could be mapped as the results of a temporary research hypothesis. This clustering process can be done by coding. Coding is a process where research data is categorized or grouped with a shorter name that also shows similarities with other data. Coding also shows how the research data is separated, selected and sequenced by the researcher to start the analysis process. The development of this research will use initial coding: line by line coding. Line by line coding is a coding process that gives a name to each data we get. Furthermore, researchers continued the coding process called focused coding. Focused coding requires a decision about the initial coding which can make the most analytical sense in order to create clearer and more complete categories of data. Third, display / presentation of data. The process of presenting data is obtained from the results of coding that has been made by means of matrices, charts or tables. Based on the results of data reduction using this coding method, it will make it easier to create research narratives. Fourth, conclusion verification. After the data is presented properly, conclusions will be drawn in this research which can then be used in processing quantitative data[1].

3. Results and Discussion

The application of qualitative methods is used to look for symptoms that exist in informants from company management who have implemented e-commerce regarding marketing strategy research in dealing with changes in consumer behavior in the era of disruption. The data processing process in this case was carried out by conducting in-depth interviews with selected and categorized informants, then the results of the interviews were put in the form of transcripts and focus coding was carried out. An overview of the marketing strategy in dealing with changes in consumer behavior from generations Y and Z based on the common perception of each informant can be seen in figure 1 below.



Figure 1. Marketing Strategy in Dealing with Changes in Consumer Behavior From Generations Y And Z

The strategies resulting from the results of the interactive data analysis above were successful in categorizing them into two types of marketing strategies, namely Conventional marketing strategies and digital marketing strategies. Conventional marketing strategies are still proven to be effective in accompanying digital marketing strategies in this era of disruption.

Following are the results of an analysis of the types of conventional marketing strategies used in dealing with changes in the behavior of generations Y and Z (both of these generations who actively use digital media to purchase goods) in the era of disruption:

Marketing Mix Strategy. From the results of the analysis, the marketing mix strategy which consists of product, price, promotion, and place, is still effectively used by companies that are based and carry out digital marketing and even some companies admit that the strategy is still able to compete with digital marketing strategies in supporting company sales. For the product mix, companies build their brand identity/brand products that have advantages, are unique and different from competitors. For the price mix, the company still adjusts to the prices of competitors. For promotion, the company still uses the promotion strategy directly to their customers. And finally, for the mix of places or distribution, companies still use their product distribution channels to be connected to clients. This channel will later reach the stage of building a cooperative affiliation as a business partner.

The Networking Strategy is used by companies that use digital platforms by collaborating with individuals and agencies or companies that are interrelated with their business processes based on a system of trust and word of mouth (WOM) so as to form a



mutually beneficial ecosystem. This cooperation can be exemplified as a relationship with supplier stakeholders, retailers, and even in collaboration with competitors that are mutually beneficial. From this cooperation will form a network of interrelated and mutual need for business processes. From the findings in the field, this is supported by reviews from informants who come from companies with e-book products. The partner network strategy is carried out especially in the education sector by establishing partnerships with authors from teachers and lecturers, collaborating with schools in procuring textbooks and collaborating with competitors of publishers so as to form a mutually beneficial network and gain market share in textbook procurement.

Market Segmenting and Targeting Strategies are used by companies with a focus on marketing their products to the market into groups with various categories such as demographic aspects (age, gender, education, etc.), and psychographics (personality, lifestyle). Then determine the target market you want to target. These results are supported by reviews from informants from companies with e-event products who explain the need to determine market segmentation and market targeting by taking teenage consumers and the target market at schools and colleges that hold events.

HR training strategy (Digital Literacy Education for HR, Digital Literacy Education for gen Y, and Digital leadership for HR). Digital literacy which is the knowledge and skills to use digital media, communication tools, or networks in finding, evaluating, using, creating information, and utilizing it in a healthy, wise, smart, accurate, precise, and law-abiding manner according to its use in the context of fostering communication and interaction in everyday life, very effectively used to support product marketing from digital companies. Digital literacy training is applied to the company's internal HR to support the digitalization of its marketing process coupled with participating in digital leadership for management through coaching and pitching processes. Especially for corporate consumers from generation Y, there is evidence that this generation needs special attention by directly handling the process of transferring their digital literacy education so that consumers from generation Y are able to use digital media and information properly. These results are based on informants from companies with e-event products and mental and mental health consulting services.

Following are the types of digital marketing strategies used in dealing with changes in the behavior of generations Y and Z (these two generations are actively using digital media to purchase goods) in the era of disruption:

Online affiliate marketing strategies are used by digital platform companies to support marketing objectives by establishing partnerships with business partners, agencies or business entities related to their products so that the marketing process from partners as salespeople is



able to reach the widest possible market. Their collaboration process uses digital media in the form of a system or application so that cost efficiency can be carried out. Notes in this study found that affiliate marketing that uses influencers and endorsements does not have a significant effect on marketing performance due to the difficulty of finding influencers that match their products and currently the use of suitable influencers is dominantly focused on food businesses.

Website marketing strategy. All companies used as research objects use promotional means through website media. The websites used take various forms, in the form of marketplace platforms, business system applications, and the website itself. The entire marketing communication process is carried out through the website from the initial process of product introduction, brand awareness, evaluation of a product to the process of making a purchase decision. The website marketing strategy is the most basic strategy chosen in the all-digital era, because it has the advantage of a very wide marketing reach, very high visibility, and has high efficiency at a low cost compared to other marketing strategies and being able to communicate in two directions between the company and its customers.

SEO (Search Engine Optimization) is often used by companies that already use website digital marketing media and is a continuation of a website marketing strategy and is proven to be able to gather potential buyers and customers to buy their products. SEO or search engine optimization is search engine optimization so that website pages can appear on the first page of Google searches. The main technique of SEO is the use of the right keywords to search for website pages so that the implementation at this company is able to attract a number of website visitors to know and introduce a brand or brand from the company's products.

Social Media Marketing Strategy. Based on the results of the research analysis, besides the company already having its own marketing media in the form of a website, the company also continues to carry out marketing strategies through social media, especially Facebook and Instagram. The selection of social media is based on considerations that social media is considered effective compared to other methods, where businesses and customers can directly interact to complete customer requests, social media marketing brings more prospects to prospective buyers, and will also get feedback in the form of recommendations or customer testimonials. (E-WOM) who are satisfied with the company's products. Social media can also be connected directly to the company's website media via hyperlinks.

Online Advertising Marketing Strategy (IG ads, Fb Ads). This product promotion strategy is carried out by company management by displaying advertisements on their social media, namely FB Ads and Ig Ads. This strategy has the advantage of increasing brand



awareness of the company's products, cost savings compared to conventional advertising, broad reach and a large audience due to using social media and finally being able to measure it.

The digitalization movement within the framework of the 4.0 revolution in recent years has had a strong impact on every aspect of life. What's more, with the shock of the Covid 19 pandemic, all aspects of life that are correlated with economic benefits have flocked to make a change movement or what is commonly called transformation. The direction of this transformation is simply interpreted as a conventional process of switching to digital [18]. This adaptive change process mostly targets business activities, not only leading to the use of technology but also targeting matters related to business such as human resources, marketing, finance, and others. This transformation must be integrated with each other so as to be able to meet predetermined targets.

Digitalization in business activities, especially marketing, requires companies to be able to maintain performance to achieve company goals effectively and efficiently. The company's survival is also inseparable from the marketing side, especially changes in consumer buying decision behavior for a product or service to support marketing performance in achieving company goals [19]. Based on field findings, it was found that consumer decisions in purchasing an item or product currently prioritize perceptions of convenience, and E-WOM (Word of Mouth). This priority is taken from consumers who come from Generation Y. In contrast to Generation Z, the decision to purchase an item or product is based on price. Other factors such as perceptions of usefulness, safety, and purchase motivation are not paid much attention to by these two generations so that it can be concluded that generations Y and Z in the current conditions in buying a product or item rely more on convenience, and price about the item in the market. digital world [7].

Changes in purchasing decision behavior in generations Y and Z are a benchmark that can be applied in a company's marketing strategy. This finding is consistent with the conditions in the field, where a marketing strategy has been found in companies that use e-commerce or companies that use digital media as a marketing space for a mix of consumers from generations Y and Z (both of these generations who actively use digital media to carry out purchase of an item).

Based on the research results, the marketing strategies used in dealing with changes in consumer behavior in the era of disruption are obtained to support marketing performance. These strategies are conventional marketing strategies and digital marketing strategies. Traditional marketing strategies have proven to be effective as a basis for implementing digital marketing strategies, especially in terms of marketing promotion strategies. The digital



marketing strategy is the development of traditional marketing strategies as a result of the changes that have occurred in this disruptive or digital era. However, there are differences in handling for consumers from generation Y compared to generation Z. Generation Y requires digital literacy education or training to make it easier to make purchases using digital marketing media, among others.

Conventional marketing strategies obtained from this research are marketing mix strategies, networking marketing strategies, market segmentation and targeting strategies, and HR training strategies (digital literacy education for HR, digital literacy education for gen y, and digital leadership in HR). The company in achieving its marketing objectives in the target market uses a set of marketing tools called the marketing mix. It consists of 4 elements, namely product, price, promotion, and place/distribution channel. From the results of this study, the marketing mix strategy is still effective in influencing the improvement of marketing performance. These results are in line with the results of the study [9], [10], and [11]. Networking Strategy is used by companies that use digital platforms by collaborating with individuals and agencies or companies that are interrelated with their business processes. Business network is one of the aspects that companies need to pay attention to to ensure their products can be marketed successfully or achieve successful marketing performance. The results of this study are in line with research conducted by [20]. Market segmenting and targeting strategies have an influence on improving performance in this study. Segmenting is the activity of making the market relatively more homogeneous, namely by grouping market shares, so that we can differentiate specifically between one and the other. Targeting or setting a target market is the next stage of segmentation analysis. The advantage of implementing this strategy is that it allows the company to know who is being analyzed in order to help understand potential and actual consumers, identify products that are competitors in specific markets. The results of this study are in line with the results of research [21]. The HR training strategy emerged as a strategy to support marketing using digital marketing media. According to the research results, this strategy is carried out using three methods, namely Digital Literacy Education for HR, Digital Literacy Education for Gen Y, and Digital Leadership for HR so that it will indirectly stimulate the company's marketing performance. Especially for consumers who come from generation Y, they need additional education in the use of digital media in facilitating the process of buying an item and as a differentiator for the results of generation Z who are already fluent in using digital marketing media. This is an important point to receive special attention in dealing with changes in consumer behavior in the era of disruption. The results of this study are in accordance with the results of research [22].



The digital marketing strategies obtained from this research are online affiliate marketing strategies, website marketing strategies, social media marketing strategies, online advertising marketing (IG ads, Fb Ads), and SEO marketing strategies. The first strategy from the results of this research is affiliate marketing which focuses on optimizing promotional activities by strengthening partnerships with third parties. The implementation of affiliate marketing is an increase in brand awareness which is indicated by the number of consumers who visit the link or affiliate links so that it will have a significant effect on marketing performance. The results of this study are in line with the results of research [23], and [24]. For a website marketing strategy to be a strategy that has been fully implemented by companies that are the object of research as a result of digital change or transformation. This strategy is a transformation from conventional forms of promotion to digital promotional means. Then in its development this strategy was followed by an SEO strategy, namely search engine optimization so that website pages can appear on the first page of Google searches. Research that is in line with the results of this study is [13], [24], and [25]. The next strategy that appears and is implemented by digital-based companies is the social media strategy. Social media has advantages, namely businesses and customers can directly interact to complete customer requests, social media marketing brings in more prospects for prospective buyers, and will also get feedback in the form of recommendations or customer testimonials (E-WOM) who are satisfied with the company's products. as well as hyperlinks can be made with the company's main digital promotional media, namely the website. This research is in line with the results of research [12], [24], and [25]. Digitalization in this era of transformation has also caused a change in the way companies advertise from conventional advertising to online advertising. This research also shows a change in strategy in advertising, namely implementing an online advertising strategy with FB Ads and Ig Ads with the advantages of low cost and wide reach. The results of this study are in line with research [25]. In general, it can be concluded that the digital marketing strategy formed in this study is a development of the marketing mix strategy, especially the promotion part as a result of changes in the behavior of the two generations in this disruption era. Each digital marketing strategy is interrelated to form a network that mutually supports marketing performance.

The results of this study are in the form of various strategies offered from conventional marketing strategies and digital marketing strategies, which can provide reinforcement of the theory of modern marketing strategies used in this era of change and contribute to the integration of teaching materials in digital marketing and consumer behavior courses so that they can become a body of knowledge for the community. academic. In addition, it also provides practical implications, namely: providing policy recommendations for company management for marketing strategies used in dealing with changes in the behavior of generations Y and Z in this era of disruption. An important point that was also



obtained from this study was the relationship between changes in consumer behavior from generation Y and generation Z with marketing strategies in the era of disruption in this study is only seen in the perceived convenience factor where company management emphasizes digital literacy education strategy for generation Y. For the price factor, management still uses a mix strategy marketing (price) both for consumers from generation Y and generation Z to buy their products.

4. Conclusion

Based on the results of the interactive analysis that has been carried out, it can be concluded that the marketing strategy used is a conventional marketing strategy in the form of a marketing mix strategy, networking marketing strategy, market segmentation and targeting strategy, and marketing strategy. HR training (digital literacy education for HR, digital literacy education for gen Y, and digital leadership for HR) and digital marketing strategies in the form of online affiliate marketing strategies, website marketing strategies, social media marketing strategies, online advertising marketing (IG ads, Fb Ads), and SEO marketing strategy. Conventional marketing strategies are still proven to be effective in accompanying digital marketing strategies in this era of disruption, in other words, the digital marketing strategy formed in this study is a development of the marketing mix strategy, especially the promotion part as a result of changes in the behavior of the two generations in this era of disruption. The relationship between changes in consumer behavior from generation Y and generation Z with marketing strategies in the era of disruption in this study is only seen in the perceived convenience factor where company management emphasizes digital literacy education strategy for generation Y. For the price factor, management still uses a mix strategy marketing (price) both for consumers from generation Y and generation Z to buy their products.

This research has implications for strengthening the theory of contemporary marketing strategies used in this period of transition as well as for integrating educational materials into courses on consumer behavior and digital marketing so that they can become a corpus of knowledge for the academic community. Regarding its application to the industrial sector, it offers corporate management policy guidelines for marketing tactics that are employed to address the shifting behaviors of generations Y and Z in this disruptive age.

A problem and phenomenon in the field of management science is dynamic depending on the development of the existing environmental situation so that it requires more in-depth research in the future. The author's suggestion for future researchers who have topics almost similar to this research is to further expand the range of research objects both from all national and international levels. So in the future they will discover new phenomena



according to the scope of their research object and can use another research method. From this, the research results will develop to support a theory about marketing strategy in this digital era.

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