

The shifts of marketing communication in times of economic downturns in Indonesia

Melly Maulin Purwaningwulan¹, Tine Agustin Wulandari²,
Niluh Ayu Anggaswari³, Vu Anh Hong⁴

^{1,2,3}Faculty of Social and Political Sciences, Universitas Komputer Indonesia, Bandung, Indonesia

⁴Faculty of Social Sciences, Dong-A University, Busan, South Korea

Submitted: 7 July 2025, **Revised:** 2 December 2025, **Accepted:** 2 December 2025, **Published:** 3 December 2025

ABSTRACT

Background: Economic downturns have compelled businesses in Indonesia to rethink marketing communication by adopting innovative, digital, and empathetic strategies in response to shifting consumer behavior, reduced budgets, and increased competition. **Purpose:** This research aims to explore the dual nature of marketing communication during economic downturns in Indonesia, examining both the key challenges businesses face and the innovative strategies they adopt to survive and thrive in turbulent times. **Methods:** The methodology used in this study is qualitative, employing descriptive analysis techniques that are consistent with the research objectives. **Results:** The global economic outlook for 2024-2025 remains uncertain, Indonesia has shown resilience through a strong export performance that supports its economy amid global trade challenges. In response to economic downturns, businesses in Indonesia have adopted innovative, digital, and emotionally driven marketing communication strategies that blend technology, creativity, and empathy to sustain consumer relationships and business resilience. The impact on consumer behavior is marked by declining consumer confidence, reduced purchasing power, and rising frugality. In times of crisis, government and corporate responses play a crucial role in shaping marketing communication. **Conclusion:** Amid global economic uncertainty and shifting consumer behavior, Indonesia's resilience has been driven by adaptive marketing communication strategies that integrate digital innovation, emotional connection, and transparent messaging to sustain business continuity and public trust. **Implications:** This study offers practical insights for businesses to adopt adaptive, technology-driven, and empathetic marketing strategies during economic downturns, while also contributing theoretically to the understanding of crisis communication and consumer behavior in emerging markets in Indonesia.

Keywords: Marketing communications, economic crisis, digital marketing, consumer behavior, business resilience

To cite this article (APA Style):

Purwaningwulan, M.M., Wulandari, T.A., Anggaswari, N.A., & Hong, A.H. (2025). The shifts of marketing communication in times of economic downturns in Indonesia. *Jurnal Kajian Komunikasi*, 13(12), 218-XX239. <https://doi.org/10.24198/jkk.v13i2.65094>

Correspondence: Assoc. Prof. Dr. Melly Maulin Purwaningwulan., S.Sos., M.Si. Universitas Komputer Indonesia, Bandung, Indonesia, 40121. *Email:* melly.maulin@email.unikom.ac.id

INTRODUCTION

Economic downturns, characterized by declining GDP, reduced consumer spending, and rising unemployment, pose significant challenges to businesses, particularly in how they communicate with their markets. In Indonesia, economic contractions such as those experienced during the COVID-19 pandemic and global financial crises have disrupted conventional marketing strategies, prompting businesses to adopt innovative communication approaches to remain relevant and competitive (World Bank, 2023).

The concept of marketing communications has been studied by numerous researchers and practitioners in different approaches (Quayson et al., 2024). Marketing communications should lead to changes in the behaviour of the target market regarding the purchase of products or loyalty towards the brand (Zephaniah et al., 2020).

Marketing communication represents the interaction of a company with the market and goes beyond the traditional concept of promotion. It encompasses multiple essential elements, beginning with the idea of dialogue, rooted in sociology and communication theory which involves active, two-way engagement between all participants. Thus, marketing communication is not limited to delivering sales messages but also involves gathering valuable market insights through marketing research, which is crucial for achieving both strategic and operational objectives (Mazurek-Łopacińska in

Wiktor, 2022).

Marketing communication is the face of a company to the market, and it is much more than promotion. It contains several fundamental elements, starting from dialogue which stems from social science and communication theory as participation and engagement by all parties. Hence, marketing communication is not just sending messages but valuable information in telling how a company is doing which can then be captured through marketing research and is important for any company in meeting its strategic and operational goals.

Oluwafemi and Adebisi emphasized that the ultimate role of marketing communications is to influence the behaviour of the target market and not only to inform but also to persuade or remind consumers. Communication objectives such as creating awareness or interest in the marketing offer are certainly not enough (Oluwafemi & Adebisi, 2018). For instance, during the pandemic, many companies, including those in Indonesia, moved from offline to digital advertising. They started using social media, influencers, and other interactive content to reach consumers more conveniently and cheaply (Statista, 2022).

Businesses in Indonesia encounter profound communication challenges during economic downturns, making it difficult for them to engage with consumers continuously. One obstacle is the ever-scarcer marketing budgets. This forces companies to consolidate communications into critical message-push activities. Another

consideration includes trying to balance sympathetic messaging with promotional overtures. Outright sales-heavy messaging runs the risk of losing more consumers amid widespread financial struggle. Furthermore, rampant misinformation through unverified digital platforms has eroded consumer trust, complicating matters for businesses trying to build credibility and long-term market loyalty.

Faced with such harsh realities, innovative approaches to marketing communication have emerged across Indonesian businesses. Companies employing artificial intelligence (AI) and data analytics have enhanced their targeting capabilities, making better use of scarce resources. Influencer and community-based marketing is also on the rise, as brands tap into micro-influencers and community groups to build authentic trust-based relationships with consumers.

Furthermore, businesses have launched creative, low-cost campaigns that evoke emotional resonance, often focusing on themes of resilience, family, and community. These initiatives improve the relationship with the consumer alongside brand recognition, even during budget cuts. In addition, research observation revealed that there is an urgent need for innovation for businesses in Indonesia, mostly MSMEs, which is caused by the need to use digitalization, localized narratives, and hyper-personalized communications to reach consumers whose needs and shopping behaviors have shifted. Companies are shifting

to more ethical and empathetic messaging focused on long-term loyalty instead of short-term sales. Even with such advances, there remains the problem of low levels of digital literacy among MSMEs, intense competition on digital platforms, and the struggle to maintain unified brand communication across different channels and platforms. These factors demonstrate the multifaceted difficulties in managing integrated marketing communication in periods of economic crisis and emphasize the need for context-specific innovative strategies in the case of Indonesia.

Indonesia has faced one of the toughest economic downturns in past months. This has vastly impacted how people shop and what they spend their money on. Nearly all people are becoming much more selective spenders, only prioritizing essential goods and services whilst completely avoiding non-essential spending. This has led to an increase in the need-based consumption which is driven by affordability, practicality, and real benefit alongside the price. As a result of inflation alongside high percentages of unemployment, brand loyalty has become weaker as people tend to look for cheaper products or even switch to local brands that provide better value for the money and essential goods and services. All of these factors serve as the means for companies and businesses to pay attention to the changing needs and preferences of consumers.

As far as the state of the economy in Indonesia is concerned, it can greatly impact

the marketing communication activities of the country. For instance, policy changes such as tax breaks or advertising bans will impact the way in which businesses advertise and communicate. Additionally, public-private partnerships like the drive to promote MSMEs have allowed for communication campaigns to be developed and implemented for the joint stated purpose of recovering the economy. The government has also been sponsoring programs for digitalization which is allowing businesses to adopt new tools and techniques and market to a wider audience in a cost-effective manner.

One of the most important elements for marketing communication during financial crises is to earn the trust of consumers with clear, honest, and faithful messages. According to some reports, consumers are more willing to patronize companies and their products if they care about the social responsibility of the business (Kotler & Sarkar, 2025). For instance, Gojek and Tokopedia (now part of the GoTo Group) created solidarity campaigns during the pandemic that don't just mean discounts; they also mean financial aid for driver-partners. This served to increase the goodwill of brand and ensure long-term loyalty, all whilst overall consumer spending was in sharp decline (Karim et al., 2023).

Aside from brand-specific campaigns, influencer marketing has also emerged as a strong strategy. In Indonesia, influencer marketing even increased post-pandemic year-on-year the most, Sanjaya adding that micro-

influencers saw better engagement rates than celebrity endorsers. The change mirrors the way consumers are increasingly seeking out "authenticity." In times of economic struggle, consumers want to believe relatable people rather than arrogant celebrities (Sanjaya et al., 2025). An updated perspective on the Elaboration Likelihood Model (ELM) provides a theoretical framework for this phenomenon. Newer work shows that when facing financial scarcity, consumers are likely to switch to central route processing when they can and want to carefully process brand messages, make price comparisons, and evaluate claims (Saikia & Rahman, 2025). On the other hand, Susmann et al show that in high cognitive-load scenarios as well as when consumers experience cognitive overload, consumers activate heuristic or peripheral processing, using a limited set of shortcuts, input, or cues (endorsements, social proof, or brand familiarity) to make their decisions when choosing to accept or reject a piece of information. Thus, in a crisis, marketing communications need to offer a trade-off: the high argument quality required for its central route and other more peripheral cues which build credibility as well as emotional resonance with the target audience (Susmann et al., 2022).

In addition, MSMEs have a challenge, which is the budget for paid advertising which is still low. Small businesses have resorted to budget-slashing approaches such as user-generated content (UGC), WhatsApp marketing, and TikTok short-form videos to maintain customer

engagement. Research by Pamungkas found that MSMEs that incorporated digital storytelling in their strategies had more retention than MSMEs which still depended on price-based promotion (Pamungkas et al., 2023).

Wardah, as a well-established halal cosmetics brand, has successfully adopted a hyperlocal marketing approach that includes vernacular, cultural symbols, and the narratives that are specific to the local communities by launching campaigns focusing on local community empowerment and women entrepreneurship programs, keeping their brand relevant when consumer purchasing power was on a downward trend. In addition to that, there is also another point of view as mentioned in the Hierarchy of Effects Model. Consumers pass through a defined sequence (awareness, interest, desire, conviction, purchase) before becoming loyal advocates according to this model. In a recession, the “interest” and “conviction” stages stretch out, and consumers take longer to decide whether to buy or not. That means marketers will need to allocate greater effort toward educational and other informational material instead of persuasive advertising to walk consumers through the decision-making process (Hrechanyk & Kravets, 2025).

One other factor worth exploring is the change in consumer behavior in times of crisis. Traditional marketing relies on what is ultimately a stable pattern of preferences; downturns compel people to renegotiate what they value and prioritize.

In a collectivist culture like Indonesia, with the spirit of community life, marketing communication will be interpreted through the prism of collective welfare and mutual assistance. They also show that campaigns that center on solidarity, empathy, and connection see better performance than very individualistic or purely aspirational appeals. This is particularly relevant as Indonesian consumers tend to look to family and peer groups prior to making buying decisions in stressful consumer environments. Trust-based communication utilizing social networks becomes not just complementary but core to marketing during downturns (Dwiputri et al., 2025).

No less important is the role of technology adoption, which took place at an unprecedented pace during the pandemic years. In parallel to the staggering rise of digital payment systems, e-commerce penetration even began growing at unprecedented rates, forcing businesses to qualify messages across multiple digital touchpoints at the same time. Consumers naturally expect an omnichannel experience that covers television, mobile applications, physical checkouts, and social media platforms, which makes traditional media campaigns inadequate in and of themselves. But that means marketing communication in challenging economic conditions will need to be faster, more data-informed, and more personalized without falling into the trap of alienating consumers who still have heightened sensitivities when it comes to intrusive or manipulative techniques

(Haryadi et al., 2022).

Additionally, the substantial informal sector of Indonesia presents particular challenges. Many people are engaged in semi-formal or small enterprises, where these marketing relationships depend more on word-of-mouth, trust, and interpersonal connections rather than a sophisticated digital infrastructure. Cost-effective but innovative strategies like Broadcast Lists on WhatsApp, hyper-local online communities, cooperative promotions and storytelling in local languages become viable alternatives. Harnessing the trust-building mechanisms of a digital as well as offline world, companies can make certain to ensure communications that are not only authentic but also approachable for an array of consumers (Agustien & Hapsari, 2018). The link between marketing communication and consumer psychology in low moods emphasises that businesses need to build long-term trust through engagement strategies. Research reveals stronger consumer attachment to brands where there is a focus on corporate social responsibility, sustainability, and inclusive narratives in times of economic pressure (Chiu et al., 2025). These findings reflect cultural expectations in Indonesia, whereby collectivism, as in caring for each other, is highly valued.

Lastly, on a theoretical level, it is important to bring in insights from behavioral economics and crisis communication theory in the analysis of marketing communication. It is under constraint that consumers are most

driven by heuristics like loss aversion, mental accounting, and scarcity framing. Thus, clear, empathetic, and consistent messaging allay uncertainty, enable consumer choice, and also protect against the reputational fallout from opportunistic marketing behaviors. In this Indonesian context, success is not only a matter of providing compelling product benefits but also demonstrating a sense of ethical responsibility, long-term commitment to communities, and consistency with local social norms. Not only do these dynamics highlight a change in the approach to communication, from one linear persuader to one-dimensional relationship strategy, that becomes exponentially more complicated in times of economic volatility (Parnell & Crandall, 2020).

This research seeks to analyze the marketing communication practices in Indonesia during times of recession, looking at the primary obstacles that companies encounter and the creative solutions they implement to navigate through difficult times.

RESEARCH METHODS

The methodology applied in this study is qualitative in nature, utilizing a descriptive analysis technique which is consistent with the aims of the study. This allows the researchers to evaluate the marketing communications in Indonesia. Given the focus on examining the problems and innovations in marketing communications due to the economic crisis in

Indonesia, a qualitative approach proves to be the most relevant and appropriate.

According to Creswell, descriptive qualitative research is a research approach aimed at exploring and understanding the meaning of a social phenomenon or human problem by presenting a holistic (comprehensive) depiction using rich and detailed data, which is then elaborated in the form of narrative or text (Creswell & Creswell, 2022).

For research purposes, primary data is one which is collected for the first time by the researcher, while secondary data is the data already collected or produced by others. The following data collection methods were employed in this study: (1) observations are one of the primary sources of data. Observation is defined as accurate watching and noting of phenomena as they occur in nature with regards to cause and effect relation; (2) Interviewing is a technique that is primarily used to gain an understanding of the underlying reasons and motivations for people's attitudes, preferences or behaviour; (3) Sources of secondary data are government publications websites, books, journal articles, internal records (Ajayi, 2025).

The observation process in research is conducted through activities that involve collecting field data directly and systematically to understand how marketing communication strategies are implemented and their impact on consumers. This may include observations of digital marketing trends, marketing activities, social media interactions, marketing

innovations, or consumer behavior during product purchases.

Interviews were conducted with fashion business owners, culinary business owners, the brand marketing director of a beauty product company, expert informants from the academic field of marketing management, and consumers. The interview material for owners and practitioners focused on marketing communication strategies and innovations in response to declining economic conditions. For government policies, the researcher interviewed expert sources, while consumers were interviewed regarding changes in behavior during the product purchasing and consumption process.

Data validation in qualitative research includes credibility testing. Researchers apply credibility tests to assess the trustworthiness of the research findings. Techniques for ensuring validity include prolonged engagement, persistent observation, and source and methodological triangulation. Triangulation refers to the application and combination of several research methodologies in the study of the same phenomenon (Denzin, 2015).

Data analysis is conducted in four stages. According to Miles and Huberman, as cited in Sugiyono, activities in qualitative data analysis are conducted interactively and continue until they are complete, so that the data become saturated. The steps are as follows: (1) Data collection is conducted through observation, in-depth interviews, and documentation, or a

combination of the three (triangulation). Data collection is conducted over several days, possibly months, resulting in a large amount of data. In the initial stage, the researcher conducts a general exploration of the social situation or object under study, recording everything that is seen and heard. Consequently, the researcher will obtain a substantial and highly varied set of data; (2) Data reduction, as researchers go into the field, the amount of data increases, becoming more complex and complicated. Therefore, it is necessary to immediately analyze the data through data reduction. Reducing data means summarizing, selecting, and choosing the essential points, focusing on important aspects, and looking for themes and patterns. In this way, the reduced data will provide a clearer picture, making it easier for researchers to continue their work and retrieve information when needed; (3) Data presentation (data display), after the data has been reduced, the next step is to present the data. In qualitative research, the data is presented in the form of text that is narrative in nature; (4) Conclusion drawing and verification, conclusions are new findings that have never existed before. Findings can take the form of a description or depiction of an object that was previously unclear, and after investigation, it becomes clear (Sugiyono, 2022). This research is conducted in Indonesia and takes place from November 2024 to May 2025.

RESULTS AND DISCUSSION

Business challenges are obstacles or difficulties that entrepreneurs must confront in conducting their business operations. These challenges can arise from both internal and external factors. Internal factors originate from within the company, such as human resources, finance, and management. External factors include competition, technological changes, and economic conditions. If not addressed appropriately, these challenges can negatively impact business sustainability. However, they may also present opportunities for businesses to innovate and grow.

Political stability and security are crucial for economic growth. Elements such as political stability, socio-economic conditions, and investment climate significantly influence capital flow and investment levels, including the development of small and medium enterprises (SMEs) (Surya et al., 2021).

Global uncertainty is projected to remain elevated due to geo-economic fragmentation, geopolitical tensions, and increasing protectionism. Rising trade and technological tensions between the United States and China threaten international trade and investment. Policies like increased tariffs and reciprocal trade restrictions have disrupted global supply chains, driven inflation, and strained international trade. These effects are felt in Indonesia, particularly in its commodity exports, which are vital to state revenue and economic growth. Strategies such as de-risking and friend-shoring are reshaping global trade patterns and investments.

Consequently, developing countries like Indonesia must enhance technology-driven industries and improve production efficiency to maintain global competitiveness (Government of Indonesia, 2025).

Internally, companies face the challenge of managing these global dynamics while striving to innovate and enhance operational efficiency. Although technological advancement is vital for global competitiveness, it requires substantial investment and often demands a transformation in business processes and employee competencies (Mustika, 2024).

Economic crises, such as those that occurred during the COVID-19 pandemic, and inflationary pressures pose quite a challenge for businesses in Indonesia. In such uncertain conditions, business actors, from large corporations to micro, small, and medium enterprises (MSMEs), are required to be able to find creative and adaptive solutions to maintain business continuity and relationships with consumers.

In times of economic crisis, marketing communication is also tested. Businesses must respond to changes in consumer behavior, decreased purchasing power, and intensified competition. It is essential for marketing messages to be empathetic, relevant, and timely, while also maintaining consumer trust. Therefore, innovation and its impact on consumer behavior will be discussed in another section of this article.

Companies should always focus on their

strengths and should look for opportunities in the market as well as match their strengths with the opportunities in the business environment. In addition, they should introduce effective marketing programs, innovative products and services, understand customer requirements, and seek new advantages rather than relying only on past strengths (Mandal, 2022).

One of the approaches implemented is the implementation of an omnichannel strategy, namely the combination of online and offline media to provide a broader and closer experience to consumers. Gereaa's research shows that the implementation of omnichannel is able to maintain consumer loyalty and open up wider business opportunities, even in the midst of a crisis (Gereaa et al., 2021).

In addition to omnichannel, digital transformation is also an important instrument implemented by businesses, including micro and medium-sized business actors. Digitalization not only occurs in the sales process but also in the promotion and service process, so that it can reach a wider market that is struggling amidst difficulties (Santoso et al., 2021).

MSMEs in the culinary business sector are also learning to transform their businesses; for example, food MSMEs are using technology and digital media to find wider sales opportunities and get closer to consumers. In this process, the implementation of 4C (customer, cost, convenience, communication) is also applied to maintain consumer satisfaction. Lower costs, convenience, closer service, and more relevant

messages are also important instruments to keep the business process running and able to survive (Setyowati & Tutiasri, 2021).

Digital approaches and business process overhauls, viral phenomena, and electronic word-of-mouth (E-WOM) are also utilised by business actors to boost awareness and encourage purchasing decisions (Karina et al., 2022). Creative content and invitations to share on social media have been proven to maintain an emotional connection between brands and consumers, bringing businesses closer to customers' hearts.

In addition, the implementation of an integrated digital marketing model—starting from the use of social media and digital advertising to the implementation of artificial intelligence technology—was able to keep business processes running and superior amidst the economic pressures that hit (Cahyadini & Margana, 2018).

The use of artificial intelligence (AI) characters for live shopping is becoming a rising trend amidst the rapid digital transformation and is an important innovation that is being implemented by businesses in marketing. Characters animated in AI for live shopping not only appear human, but can learn and respond to consumer questions and consumer-desired responses. Through a live shopping broadcast, AI characters can give product information, explain sizes, choose colours, and provide care tips as they speak one-on-one with prospective buyers. The approach enables an engaging and

intimate experience which can create a more relaxed customer atmosphere that is more conducive to making purchases (Gross, 2024).

The ability to use AI also makes content more creative and cheaper for the brand. These characters can be made to look consistent with brand image, provided with a distinctive voice, and a personality to reflect the characteristics of the audience, so the characters become more relevant and closer to the consumer's heart (Jayasingh et al., 2025). In addition to the creative and human elements, the inclusion of AI characters also gives convenience and efficiency for operation.

In the live shopping process, the AI models can go 24/7, take questions from customers who wake up in the middle of the night, and can be attached to other technology like chatbots and customer data to get more personalized and deep service (Chau et al., 2025). This also reduces expense and human constraints so that the live shopping procedure can better deal with increasing demand.

AI technology also has tremendous potential for personalization and data-driven decision-making. Within the broadcast process, AI characters can examine consumer feedback and queries, then provide appropriate product suggestions or propose more targeted offers (Wang et al., 2025). This makes the shopping experience more humane, nearer, and more in accordance with every consumer's needs, thus enhancing loyalty and happiness. But businesses in Indonesia are still rarely using AI



Source: Research Observation, 2025

Figure 1 Example of AI character during TikTok's live shopping

to conduct live shopping due to various factors, especially consumer trust in Indonesia, which is still unfamiliar with seeing AI characters in live shopping.

Figure 1 is a screenshot of an AI character used for live shopping, where a digitally generated host is promoting footwear products in a virtual store setting. This illustrates how e-commerce platforms are leveraging AI to enhance live shopping experiences by reducing dependency on human hosts, ensuring consistent presentation, and offering scalable solutions for product marketing.

In a situation full of budget constraints, business actors learn to be smarter and more precise about what consumers want in

marketing. By using technologies such as Google Analytics, Meta Ads Manager, and locally made AI technology, businesses can understand consumer behaviour in more detail and depth. This step is in accordance with the findings reported by Dewika regarding the acceleration of AI technology adoption among SMEs during a crisis (Dewika et al., 2024).

The deployment of AI characters becomes a high-priority approach of a company to maintain security and safeguard consumer privacy, in addition to tech and aesthetic considerations. When shopping on a live shopping network, consumers can input their information and preferences, and technology can protect this information on a basis dictated by relevant privacy statutes (Mawliidy et al., 2024). With maintained security, consumers are more comfortable and more confident in making transactions. This trust also helps maintain long-term relationships between brands and consumers.

A human approach also seems more important, namely influencer and community-based marketing. In difficult situations, businesses prefer to collaborate with micro-influencers and communities that are closer and more humane so that they can maintain emotional relationships and consumer trust. This step is in line with the trend reported by Zada regarding community-based influencers who are superior and able to maintain emotional connectivity of consumers in the midst of a crisis (Zada et al., 2025).

The creative aspect also seems important, namely the implementation of emotional and low-cost campaigns. Under challenging circumstances, businesses tend to prioritise messages that resonate deeply, demonstrate humanity, and align with societal norms, thereby increasing their acceptance and virality. This method is in accordance with what was revealed by Annamalah et al on the importance of emotional and relational approaches during a crisis (Annamalah et al., 2023).

From a series of these efforts, it can be seen that the key to surviving and being able to go further in the midst of a crisis is being creative, adaptive, humane, and able to maintain close relationships with consumers. Integrating technology, a humane approach, and a mature business vision also determines the success of a business. In this process, the marketing communication innovations implemented make an important difference regarding the fate of a business amidst the current economic challenges. The process of business adaptation in the midst of a crisis is the ability to learn and listen to consumers. In difficult conditions, consumers are more sensitive, more careful, and more selective when making purchases. This is what then encourages business actors to be closer and more open, seek feedback, and understand what customers expect.

In the first quarter of 2025, the economy of Indonesia showed signs of slowing momentum, with GDP growth recorded at 4.87% year-on-year—the lowest rate in more than three years.

Household consumption, which serves as a key indicator of purchasing power, increased marginally by 4.89% year-on-year, nearly unchanged from the 4.91% growth observed in the first quarter of 2024. This spending contributed 54.5% to the national GDP, reaffirming its crucial role in the country's economic structure (Medina, 2025). However, despite stable spending levels, consumer sentiment showed signs of weakening. The Consumer Confidence Index (CCI) declined from 126.4 in February to 121.1 in March 2025, indicating increased caution among consumers (Hastiadi, 2025). While core inflation remained stable at 2.48% year-on-year and headline inflation was exceptionally low, hovering around 1% due to government subsidies and seasonal Ramadan-related discounts, this nominal price stability likely masked underlying fragility in real purchasing power, suggesting it may have been artificially maintained by short-term policy interventions (Indonesia Investments, 2025).

In the second quarter of 2025, concerns about consumer demand deepened. May data revealed a 0.37% deflation rate, a strong signal of declining consumer activity and weak market demand (OECD, 2025). This trend coincided with a further drop in consumer confidence, which fell to 117.5 in May, down from 121.7 in April. In response to these downward trends, the Indonesian government launched a US\$1.5 billion stimulus package in late May aimed at revitalizing household spending. The stimulus included travel subsidies, wage support, toll

discounts, and social assistance programs, all designed to stimulate domestic consumption and help achieve the targeted economic growth of 4.7% to 4.8% in the second and third quarters (Lakshmi & Mariska, 2025). Against this backdrop, consumer buying power was still weak, with sentiment and expenditure held back by wider economic concerns.

The 2025 economic downturn in Indonesia has deeply altered consumer behavior, which was profoundly affected by lower confidence, decreased purchasing power, and changed spending patterns. The primary sign of this change is the decrease in consumer optimism. Bank Indonesia states that the Consumer Confidence Index has fallen from 126.4 in February to 121.1 in March 2025, showing that there is growing worry among Indonesian families about job availability and income situation in the future (Hastiadi, 2025). This pessimism has led many consumers to cut back on discretionary spending, such as clothing, electronics, and luxury goods, and delay major purchases.

The weakening of purchasing power was further confirmed when Indonesia recorded a deflation rate of -0.37% in May 2025, the third deflationary month in the past year—signaling a slump in consumer demand, especially for non-essentials (Sukarta, 2025). During the Ramadan season, household travel dropped by 24%, and festive spending declined by nearly 12%, with lower- and middle-income groups most affected (Karmini, 2025). In response, many consumers

shifted to smaller product sizes and prioritized staple goods like rice, oil, noodles, and basic cooking ingredients, cutting back on holidays, entertainment, and non-essential expenses.

This frugality was especially noticeable among the middle class, which has been shrinking over recent years. As reported by the Financial Times (2024), the middle-class population of Indonesia declined from 60 million in 2018 to 47.9 million by March 2024, due to job instability and falling wages in the formal sector. Many of these consumers have adopted more cautious spending behaviors, relying on promotional bundles, cashback platforms, and price comparison tools before making purchases. This marked shift indicates the growing importance of affordability and practicality in consumer decision-making (Times, 2024).

The weakening of the Indonesian rupiah (IDR) often coincides with global economic uncertainty, which can have a direct impact on Indonesia's export sector. Factors such as rising interest rates in the US cause capital outflows from developing countries, including Indonesia, thus depressing the rupiah exchange rate. In addition, an economic slowdown in major trading partners, such as China and Europe, can reduce demand for Indonesia's export products, such as mining commodities, palm oil, and manufactured products. If global demand weakens, Indonesian exporters will face challenges in maintaining export volumes and maintaining competitive prices in international

markets (Wibowo & Riani, 2025)

Job insecurity has played a critical role in these behavioral changes. Over 73,000 layoffs were recorded in the first quarter of 2025 alone, mainly in the manufacturing, retail, and tech sectors (Azhari, 2025). This wave of unemployment has forced households to dip into emergency savings or borrow money just to meet basic needs such as food, electricity, and school expenses. As a result, Indonesians are now more reluctant to take on long-term financial commitments, including mortgages and vehicle loans, highlighting a broader shift toward risk-averse behavior.

Despite these financial constraints, digital commerce has remained resilient. Platforms like Tokopedia, Shopee, and TikTok Shop continue to attract consumers looking for deals, convenience, and flexible payment options. Research observation showed that Indonesian consumers, particularly in urban areas, are increasingly blending physical and digital shopping experiences by comparing prices online before making offline purchases, using e-wallets, participating in social commerce livestreams, and leveraging paylater services to manage spending.

Additionally, economic pressure and national sentiment have driven a rise in demand for local and affordable brands. Based on observation, trusted domestic companies such as Indomie, Wings Food, and Kopiko have gained market share as consumers shift away from premium and foreign products, partially

influenced by boycotts of multinational brands. These Indonesian brands appeal to consumers not only because of their affordability and familiarity but also due to their ability to deliver quality and accessibility during financially challenging times.

One of the most recognized marketing communication campaigns in Indonesia was Tokopedia. As one of the largest online marketplaces in Indonesia, Tokopedia started the #MulaiAjaDulu (“Just Start”) initiative in 2018. This campaign successfully combined emotional storytelling with a motivational message encouraging Indonesians to begin their entrepreneurial or creative journeys and has been extensively praised for the way it combines the practical features of the platform with the inspirational content that has a deep effect on a tech-savvy crowd.

Another example of a successful campaign was Bear Brand (sterilized, ready-to-drink milk produced by Nestlé Indonesia) which conducted a location-based marketing initiative. The campaign strategically timed its messaging to coincide with peak travel moments, promoting Bear Brand as a hydrating and immunity-supporting drink for people on the move. This culturally and technology-driven approach enhanced its effectiveness to reach consumers at the moment of need and earned a Gold in Real-Time Marketing at the 2023 MMA Smarties APAC Awards.

Wardah, an Indonesian halal-certified local beauty brand, has also been noted for its

inclusive yet religiously relevant positioning. The brand's advertisements often utilized both hijab-wearing and non-hijab-wearing models, enabling Wardah to appeal to a wider audience while upholding its Islamic identity, combined with innovative digital campaigns such as a virtual try-on tool to revolutionize its e-commerce and online shopping experience. The brand's inclusive approach cultivated community loyalty and emotional resonance, particularly among young Muslim women. Its successful marketing strategies have been featured in articles by Campaign Indonesia and Reuters.

Finally, the "Ramen Series" by Indomie (a popular instant noodle brand from Indonesia) which was released in 2023, a great omnichannel campaign of traditional and digital marketing through yatai style pop-up ramen stalls (temporary food stall or small mobile shop inspired by traditional Japanese yatai (□□), which are open-air street food carts typically found at festivals or busy streets in Japan). This in-store marketing experience is popping-up in iconic urban spaces in cities across the country, delivering a consumer experience that literally brings to life the product's authentic Japanese culinary theme and is complemented with an integrated media campaign on TV, social platforms and in-store creating a 360-degree storytelling approach. It won a Gold award for Location Based Marketing at the Marketing Excellence Awards Indonesia 2024.

As noted by economists, growth of the

economy is driven by four factors: population, capital stock, land and its natural resources, and the technology level deployed. While growth depends on many variables, classical economic theory emphasizes the relationship between population growth and per capita income (Apriani et al., 2023).

During the worldwide economic downturn, the Indonesian government implemented various fiscal measures to bolster economic resilience and foster recovery. One key policy was increased government spending, particularly on infrastructure projects and social welfare programs. This was aimed at stimulating economic activity, creating jobs, and enhancing productivity. Additionally, the expansion of social welfare programs, such as cash transfers and food assistance, aimed to provide support to vulnerable segments of the population adversely affected by the economic downturn, mitigating social unrest and poverty (Al-Mujaddid & Suwito, 2024).

Securing the domestic market is fundamental to sustaining national economic stability. The Ministry of Trade has launched several strategic measures tied to marketing communication: (1) Consumer empowerment, educated consumers, aware of their rights and product quality, can stimulate producer compliance & improve the competitiveness of local products, (2) Certainty and ease of doing business, regulatory clarity fosters business growth, competitiveness, and a healthy market ecosystem that supports domestic entrepreneurship, (3) Product

development and certification, certification enhances product quality, boosts market acceptance, and is essential for global market entry, (4) Empowerment of domestic products, strengthening local production supports the competitiveness of domestic goods in the face of imported alternatives (Iryanti, 2024).

The current global economic landscape shows significant changes, especially with the development of digital technology. Digital technology opens up new opportunities for MSMEs to reach global markets and improve operational efficiency. Digitalization allows MSME players to market their products online and reach international consumers more effectively (Arisinta et al., 2024).

SMEs are instrumental in addressing regional economic disparities by distributing economic activity across both urban and rural areas. Their resilience during economic crises further underscores their role as a stabilizing force in the economy of Indonesia. As the country undergoes digital economic transformation, SMEs have the potential to expand their reach and improve efficiency via digital platforms (Ratnaningtyas et al., 2025).

Economic integration is the removal of economic barriers between countries so that countries can coexist economically with one another. The highest economic integration is in the technology sector. Of course, the most equitable and integrated digital infrastructure is in the technology sector. This is yet another fact that supports the use of influencers as an

effective way to increase sustainable marketing for micro businesses. If the threat of recession and economic crisis still exists, then economic integration is the right way to reduce the threat of recession (Diawati et al., 2023).

Based on the research findings, both the government and companies, in facing the global economic crisis, have implemented rapid changes in their marketing communication strategies. This aligns with the Situational Crisis Communication Theory (SCCT). The government and companies provide crisis responses tailored to the type of crisis and the level of organizational responsibility for the crisis, thereby formulating the most effective communication strategies. The global economic crisis is generally viewed as an event beyond the direct control of companies (victim crisis category), making response strategies that focus on empathy, transparency, and advisory information highly recommended. Another aspect that aligns with the theory is: 1. Utilizing Multi-Channel Communication by leveraging various communication channels, such as social media, press conferences, and the company's official website, to reach a wide audience. 2. Monitoring and Evaluation, particularly continuously monitoring public and media responses to assess the effectiveness of crisis communication, and making necessary adjustments.

CONCLUSION

The global economic situation in 2024–

2025 continues to face significant challenges, with uneven performance across countries and growing uncertainty entering early 2025. Throughout 2024, Asian countries such as India, China, Vietnam, the Philippines, and Indonesia demonstrated solid growth despite a volatile global economic environment. However, uncertainty is expected to intensify in 2025, coinciding with leadership transitions in many countries, which have led to policy shifts. One of the most notable changes is occurring in the United States, particularly regarding tariff policies. Looking ahead, the global economy in 2026 is projected to remain sluggish. Despite ongoing challenges in international trade, Indonesia's real exports of goods and services have shown positive growth. This indicates that the competitiveness of Indonesia in the global market remains relatively strong and highlights the increasing importance of the export sector in supporting the national economy amid persistent international uncertainties.

During the ongoing economic downturn in Indonesia, businesses (including MSMEs) have been compelled to adopt adaptive and innovative marketing communication strategies to sustain operations and consumer relationships. Omnichannel integration, transforming digitally in sales and customer service, and applying the 4C model of marketing to uplift customer satisfaction are some of the critical approaches. With the use of creative content, word-of-mouth advertising, and integrated marketing, including AI-powered live shopping, brands

are connecting with their audiences more personally and efficiently. Tailored marketing through data, privacy protection, and emotional and community-centered marketing has enhanced consumer trust and strengthened loyalty. In summary, resilience in a crisis is a complex combination of business creativity, deep empathy, technology, and insight into changing consumer preferences.

The 2025 economic downturn in Indonesia has profoundly shifted consumer behavior. This is caused by low confidence levels, lower purchasing power, higher financial caution due to job insecurity, and deflation. Spending on non-essentials fell considerably during Ramadan, which caused many Indonesians, especially from the middle class that is shrinking, to adopt frugal habits like prioritizing staples, using cashback apps, and waiting for better prices.

While creating marketing strategies, the government is critical, especially during emergencies. One of the earliest things to do is evaluate the scope of the emergency, whether it is international or local, and determine what damage it may incur on branding and image, including relations with important stakeholders like customers, partners, and a wide range of other associates.

Companies must respond promptly and appropriately to crises. Issuing official statements, clarifications, or apologies in a timely manner can help control the narrative and curb the spread of misinformation. Transparency and openness are critical; concealing facts or

presenting misleading information can erode trust and worsen the situation.

Author Contributions: Conceptualization, T.A.W; methodology, N.A.A; software, N.A.A and V.A.H; validation, M.M.P, T.A.W and N.A.A; formal analysis, T.A.W; investigation, M.M.P; resources, V.A.H; data curation, T.A.W and N.A.A.; writing—original draft preparation, V.A.H; writing—review and editing, M.M.P. and T.A.W; visualization, V.A.H; supervision, T.A.W; project administration, N.A.A; funding acquisition, M.M.P. All authors have read and agreed to the published version of the manuscript.

Acknowledgments: This research is supported by Universitas Komputer Indonesia in Bandung, Indonesia

Data Availability Statement: The data are available by request to the author.

Conflicts of Interest: The authors declare no conflict of interest.

Funding: This research was funded by Universitas Komputer Indonesia.

REFERENCES

- Agustien, T. W., & Hapsari, D. R. (2018). The Relations of Micro and Small Culinary Enterprises Marketing Communications through Online Media towards The Enterprises Development, 16(1).
- Ajayi, V. O. (2025). A review on primary sources of data and secondary sources of data. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.5378785>
- Al-Mujaddid, T. F., & Suwito, S. (2024). Adapting to the global economic downturn in Indonesia: Harnessing fiscal and monetary instruments. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, 3(6). <https://doi.org/10.55227/ijhess.v3i6.920>
- Annamalah, S., Paraman, P., & Ahmed, S. (2023). Unveiling the dynamics of open innovation and collaborative network tourism in ASEAN Nations. *Asia Pacific Journal of Tourism Research*, 28(11), 1199–1225. <https://doi.org/10.1080/10941665.2023.2293788>
- Apriani, R., Putra, P. S., Muzayanah, F. N., & Avionita, V. (2023). Obstacles advancing MSMEs in Indonesia's coastal areas to support economic growth in the digital era. *Atlantis Press*, 349–357. https://doi.org/10.2991/978-94-6463-154-8_30
- Arisinta, O., Sakti, N. C., & Subroto, W. T. (2024). Increasing the competitiveness of global MSMEs amid inflation rate 2024-2025: Government policy of the government of Indonesia. *Formosa Journal of Science and Technology (FJST)*, 3(12), 2581–2596. <https://doi.org/10.55927/fjst.v3i12.12694>
- Azhari, M. Al. (2025, June 3). Signs that Indonesia's economy is slowing have become impossible to ignore — here's what's causing the decline in 2025. *Jakartadaily.Id*. <https://www.jakartadaily.id/macro-economy/16215281977/signs-that-indonesias-economy-is-slowng-have-become-impossible-to-ignore-heres-whats-causing-the-decline-in-2025>
- Cahyadini, A., & Margana, I. O. (2018). Kebijakan optimasi pajak penghasilan

- dalam kegiatan e-commerce. *Veritas et Justitia*, 4(2), 358–387. <https://doi.org/10.25123/vej.3071>
- Chau, H. K. L., Ngo, T. T. A., Bui, C. T., & Tran, N. P. N. (2025). Human-AI interaction in E-commerce: The impact of AI-powered customer service on user experience and decision-making. *Computers in Human Behavior Reports*, 19, 100725. <https://doi.org/10.1016/j.chbr.2025.100725>
- Chiu, W., Lee, C., Bang, H., & Chen, J. (2025). How CSR message specificity affects corporate image, attitudes and behavioral intentions among sport consumers? The moderating role of perceived CSR fit. *International Journal of Sports Marketing and Sponsorship*, 26(5). <https://doi.org/10.1108/IJSMS-12-2024-0325>
- Creswell, J. W., & Creswell, J. D. (2022). *The sixth edition of the bestselling research design: Qualitative, quantitative, and mixed methods approaches*. SAGE Publications.
- Denzin, N. K. (2015). Triangulation. In *The Blackwell Encyclopedia of Sociology*. Wiley. <https://doi.org/10.1002/9781405165518.wbeost050.pub2>
- Dewika, M., Markandan, K., Ruwaida, J. N., Sara, Y. Y., Deb, A., Irfan, N. A., & Khalid, M. (2024). Integrating the quintuple helix approach into atmospheric microplastics management policies for planetary health preservation. *Science of The Total Environment*, 954, 176063. <https://doi.org/10.1016/j.scitotenv.2024.176063>
- Diawati, P., Mutalov, I. C., Kasmi, M., Abdullah, A., & Yuliasuti, H. (2023). Predicting the Indonesian sustainable marketing communication on 2023 trends. *Jurnal Studi Komunikasi (Indonesian Journal of Communications Studies)*, 7(1), 016–033. <https://doi.org/10.25139/jsk.v7i1.6142>
- Dwiputri, I. N., Permana, Y. H., & Prastiwi, L. F. (2025). Driving digital adoption within small business: A study case of Indonesia micro-small-medium enterprises. *Jurnal Economia*, 21(2), 304–315. <https://doi.org/10.21831/economia.v21i2.67494>
- Gerea, C., Gonzalez-Lopez, F., & Herskovic, V. (2021). Omnichannel customer experience and management: An integrative review and research agenda. *Sustainability*, 13(5), 2824. <https://doi.org/10.3390/su13052824>
- Government of Indonesia. (2025, May). Kerangka Ekonomi Makro dan Pokok-Pokok Kebijakan Fiskal (KEM PPKF) tahun 2026 Pemerintah Republik Indonesia. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://fiskal.kemenkeu.go.id/files/kemppkf/file/1747711543_kem_ppkf_2026.pdf
- Haryadi, H., Azhari, A., & Peker, K. (2022). Comparative study of technology approaches in using online marketing strategies for small and medium enterprises in Indonesia during the covid-19 pandemic. *Mobile and Forensics*, 3(2), 85–97. <https://doi.org/10.12928/mf.v3i2.6017>

- Hastiadi, F. F. (2025, April 15). Indonesia Consumer Confidence index: 15 April 2025. *Samuel.Co.Id*. <https://samuel.co.id/research-reports/indonesia-consumer-confidence-index-15-april-2025/>
- Hrechanyk, N., & Kravets, O. (2025). Marketing in times of economic instability: Consumer behavior and effective adaptation strategies. *Social Development: Economic and Legal*, 3, 1–8. <https://doi.org/10.70651/3083-6018/2025.3.06>
- Indonesia Investments. (2025, March). Consumer price index of Indonesia – The return of inflation in March 2025. *Indonesia Investments*. <https://www.indonesia-investments.com/news/todays-headlines/consumer-price-index-of-indonesia-the-return-of-inflation-in-march-2025/item9809>
- Iryanti, S. (2024). Strategi pengamanan pasar, perluasan ekspor, dan pemberdayaan UMKM. *KOMPETEN: Kanal Informasi Dan Media Publikasi Talenta Perdagangan*, 3(2), 3–8. <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://pusbinjfdag.kemendag.go.id/storage/i/3IVLd26dpFZD046MWzrm2rSAbeSfMhtbP94gKCUy.pdf>
- Karim, A., Asrianto, A., Ruslan, M., & Said, M. (2023). Gojek accelerate economic recovery through the digitalization of MSMEs in Makassar. *The Winners*, 24(1), 23–31. <https://doi.org/10.21512/tw.v24i1.9388>
- Karina, M., Hernaningsih, F., & Rivanto, R. (2022). Strategi pemasaran dengan pemanfaatan fenomena viral dan komunikasi electronic word of mouth melalui sosial media di Indonesia. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 6(3), 924–942. <https://doi.org/10.31955/mea.v6i3.2506>
- Karmini, N. (2025, March 31). Declining eid travel and spending in indonesia and discrimination in india dampen holiday spirit. *APnews.Com*.
- Kotler, P., & Sarkar, C. (2025, January 7). The Future of Marketing is the Quest for Good. *The Marketing Jurnal*. <https://www.marketingjournal.org/the-future-of-marketing-is-the-quest-for-good-christian-sarkar-and-philip-kotler/>
- Lakshmi, A. A., & Mariska, D. (2025, June 5). Indonesia rolls out \$1.5bn stimulus as economic fears mount. *Financial Times*. <https://www.ft.com/content/80bfaaed-83b3-402c-bc50-b4afa7f3d6f9>
- Mandal, P. C. (2022). Economic downturn and implications. *International Journal of Innovation in the Digital Economy*, 13(1), 1–13. <https://doi.org/10.4018/IJIDE.311511>
- Mawlidly, E. R., Dio, R., & Lorenza, L. (2024). Kemampuan artificial intelligence terhadap pendeteksian fraud: studi literatur. *Akurasi: Jurnal Studi Akuntansi Dan Keuangan*, 7(1), 89–104. <https://doi.org/10.29303/akurasi.v7i1.488>

- Medina, A. F. (2025, March 3). Indonesia's consumer stimulus: Impacts for foreign investors. *ASEAN Briefing*. <https://www.aseanbriefing.com/news/indonesias-consumer-stimulus-impacts-for-foreign-investors/>
- Mustika, D. (2024). Strategi dan tantangan dalam menghadapi dinamika ekonomi global. *INNOVATIVE: Journal Of Social Science Research*, 4(6), 2665–2676. <https://doi.org/https://doi.org/10.31004/innovative.v4i6.14911>
- OECD. (2025). Tackling uncertainty, reviving growth. *OECD Economic Outlook, 2025*. <https://doi.org/10.1787/83363382-en>
- Oluwafemi, O. J., & Adebisi, S. O. (2018). Customer loyalty and integrated marketing communications among subscribers of telecommunication firms in Lagos Metropolis, Nigeria. *Journal of Competitiveness*, 10(3), 101–118. <https://doi.org/10.7441/joc.2018.03.07>
- Pamungkas, I. N. A., Sunarto, S., & Sigit, R. R. (2023). Innovation level of adopting storytelling for Msme's business sustainability in marketing activity. *International Journal of Environmental, Sustainability, and Social Science*, 4(5), 1529–1542. <https://doi.org/10.38142/ijess.v4i5.860>
- Parnell, J. A., & Crandall, W. 'Rick.' (2020). The contribution of behavioral economics to crisis management decision-making. *Journal of Management & Organization*, 26(4), 585–600. <https://doi.org/10.1017/jmo.2017.60>
- Quayson, A., Issau, K., Gnankob, R. I., & Seidu, S. (2024). Marketing communications' dimensions and brand loyalty in the banking sector. *Revista de Gestão*, 31(1), 115–132. <https://doi.org/10.1108/REGE-10-2021-0191>
- Ratnaningtyas, H., Wicaksono, H., & Irfal, I. (2025). Barriers and opportunities for MSME development in Indonesia: Internal and external perspectives. *International Journal of Multidisciplinary Approach Research and Science*, 3(01), 163–170. <https://doi.org/10.59653/ijmars.v3i01.1337>
- Saikia, A. A., & Rahman, Z. (2025). Consumers through the lens of financial scarcity-review and future research agenda. *Journal of Consumer Marketing*, 42(6), 756–779. <https://doi.org/10.1108/JCM-06-2024-6951>
- Sanjaya, R. A., Mustiawan, M., & Rahmawati, Y. (2025). Optimalisasi micro influencer dalam aktivitas periklanan di Tiktok (Bigbang Agency). *PERSPEKTIF*, 14(3), 603–615. <https://doi.org/10.31289/perspektif.v14i3.14972>
- Santoso, R., Fianto, A. Y. A., & Yurisma, D. Y. (2021). Strategi komunikasi pemasaran UMKM Kali Jegles berbasis digital. *TEKMULOGI: Jurnal Pengabdian Masyarakat*, 1(2), 67–76. <https://doi.org/10.17509/tmg.v1i2.39412>
- Setyowati, N. D., & Tutiasri, R. P. (2021).

- Strategi komunikasi pemasaran bagi pelaku usaha makanan yang terkena dampak COVID-19. *JISIP: Jurnal Ilmu Sosial Dan Ilmu Politik*, 10(1), 73–84. <https://doi.org/10.33366/jisip.v10i1.2268>
- Statista. (2022). Digital advertising spending in Indonesia. *Statista.Com*. <https://www.statista.com/outlook/amo/advertising/indonesia>
- Sugiyono. (2022). *Metode penelitian kuantitatif kualitatif dan R&D*. Alfabeta.
- Sukarta, R. (2025, June 3). May deflation signals weak consumer demand, industry struggles in Indonesia. *Jakarta Globe*.
- Surya, B., Menne, F., Sabhan, H., Suriani, S., Abubakar, H., & Idris, M. (2021). Economic growth, increasing productivity of smes, and open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 20. <https://doi.org/10.3390/joitmc7010020>
- Susmann, M. W., Xu, M., Clark, J. K., Wallace, L. E., Blankenship, K. L., Philipp-Muller, A. Z., Luttrell, A., Wegener, D. T., & Petty, R. E. (2022). Persuasion amidst a pandemic: Insights from the elaboration likelihood model. *European Review of Social Psychology*, 33(2), 323–359. <https://doi.org/10.1080/10463283.2021.1964744>
- Times, F. (2024). Indonesia's middle class shrinks as economy slows. *Financial Times*. <https://www.ft.com/content/f1961241-b9a5-48ce-b410-9dd20bee8758>
- Wang, L., Huang, N., He, Y., Liu, D., Guo, X., Sun, Y., & Chen, G. (2025). Artificial Intelligence (AI) assistant in online shopping: A randomized field experiment on a livestream selling platform. *Information Systems Research*. <https://doi.org/10.1287/isre.2023.0103>
- Wibowo, A. A. S., & Riani, L. P. (2025). Rupiah weakens further: an analysis of export challenges and opportunities. *Proceeding Kilisuci International Conference on Economic and Business* <https://doi.org/https://doi.org/10.29407/kilisuci.v3i.7140>
- Wiktor, J. W. (2022). Reception of the marketing communication function in the light of enterprise research. *Marketing of Scientific and Research Organizations*, 46(4), 75–92. <https://doi.org/10.2478/minib-2022-0022>
- World Bank. (2023). Indonesia economic prospects: Growth in times of change. *Worldbank Group*. <https://www.worldbank.org/en/country/indonesia>
- Zada, M., Khan, S., Zada, S., Dhar, B. K., & Marcão, R. (2025). Harnessing social media and NGO collaboration for advancing sustainable ecotourism policy: a pathway to sustainable tourism development. *Sustainable Development*, 33(3), 4702–4717. <https://doi.org/10.1002/sd.3373>
- Zephaniah, C. O., Ogba, I.-E., & Izogo, E. E. (2020). Examining the effect of customers' perception of bank marketing communication on customer loyalty. *Scientific African*, 8, e00383. <https://doi.org/10.1016/j.sciaf.2020.e00383>