

**THE IMPLEMENTATION OF MARKETING STRATEGY IN THE FACE OF PANDEMIC COVID-19
(CASE STUDY: CV. DEFOMA CATERING)**

*PENERAPAN STRATEGI PEMASARAN DALAM MENGHADAPI PANDEMI COVID-19 (STUDI KASUS:
CV. DEFOMA CATERING)*

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Abstract: This research was conducted to find out what marketing strategies are applied by the food and beverage company CV. DEFOMA. The purpose of this study is to see how the implementation of CV.DEFOMA's marketing strategy, especially in the pandemic era so that CV.DEFOMA continues to achieve company goals. This research is a qualitative research. The source of this research data is primary data obtained directly by observing and tracing the company, and secondary data obtained by using the interview method with the informants. The results of this study revealed that CV. DEFOMA implements an intensive marketing strategy

Keywords: MARKETING mix, marketing strategy

Abstrak: Penelitian ini dilakukan untuk mengetahui strategi pemasaran apa yang diterapkan oleh perusahaan makanan dan minuman CV. DEFOMA. Tujuan dari penelitian ini adalah untuk melihat bagaimana strategi pemasaran CV.DEFOMA diterapkan, khususnya di era pandemi sehingga CV.DEFOMA terus mencapai tujuan perusahaan. Penelitian ini adalah penelitian kualitatif. Sumber data penelitian ini adalah data primer yang diperoleh langsung dengan mengamati dan melacak perusahaan, dan data sekunder yang diperoleh menggunakan metode wawancara dengan informan. Hasil penelitian ini mengungkapkan bahwa CV. DEFOMA menerapkan strategi pemasaran yang intensif.

Kata Kunci: bauran pemasaran, strategi pemasaran

INTRODUCTION

Research Background

Marketing strategy plays an important role for the company to achieve its success and goals, while the purpose of marketing is to understand the wants and needs of consumers so that the products and services offered by the company can be sold by themselves. Implementing a marketing strategy through exploiting opportunities in increasing sales so that the company's position in the market can be maintained or improved. CV. Defoma Catering is a catering service provider company in North Sulawesi, especially Manado City. This company provides catering services for Minahasa specialties. CV. Defoma Catering was founded in 1995. In the course of 26 years of defoma catering, defoma catering has been known as a well-known catering company in the city of Manado. Over time, CV. Defoma Catering was faced with stiff competition from other catering companies of its kind. So CV. Defoma Catering must implement new innovations and put more effort into managing marketing strategies to be able to grab market share in order to be more widely known by the public, so as to increase sales volume and maintain business with other catering companies. But in fact, at the beginning of 2020

CV. Defoma Catering experienced a decrease in sales volume due to the Covid-19 pandemic or abbreviated as CoV.

The business sector, especially the food and beverage business is one of the sectors that are greatly impacted by the spread of the Covid-19 pandemic. Small and medium-sized micro enterprises have a very strategic role for the Indonesian economy, therefore, this is a very important thing for us to research, to what extent did the food and beverage business have primarily impacted its revenues before the pandemic. With the implementation of several appeals by the Indonesian government such as social distancing, physical distancing, as well as shops and restaurants, in addition to selling basic necessities initially not allowed to open to break the chain of spread of Covid-19. In North Sulawesi Province and city districts located in the SULUT region also apply the regulations and appeals. The government's appeal not to leave the house, not to carry out events or activities, of course affects many things, including CV. Defoma Catering, with the presence of Covid-19 so that it is prohibited to cause crowds, CV. Defoma Catering has difficulty carrying out marketing as usual and must change or innovating in order to keep exist and survive in this pandemic era.

Research Objective

Based on the main problems that have been stated previously, the objectives of this study are to find out the way the CV. Defoma Catering market the products and what marketing strategy can support the success of sales volume of CV. Defoma Catering in the face of pandemic.

THEORITICAL FRAMEWORK

Marketing Mix

Kotler and Keller (2015) define the marketing mix as a series of controlled marketing variables used by the company to generate company-controlled responses, from its target market, the marketing mix consists of everything a company can do to influence the demand for its products, which is known as The "four P's", namely Product, Price, Place, and Promotion. According to Kotler and Armstrong (2015), products are everything that can be offered to the market to get attention, buy, use, or consume that can satisfy consumer wants or needs. Price is an amount of money that must be paid by customers to obtain certain products or services. According to Kotler and Armstrong (2015), Price is the sum of all values provided by customers to benefit from owning or using a product or service. In general, companies try to create awareness in consumers about an item or idea, until finally they are willing to make an exchange. Kotler and Armstrong (2015), promotion is part of the marketing strategy process as a way to communicate with the market, using a promotional mix composition.

Marketing Segmentation

Market segmentation is the process of dividing a market that originally behaved heterogeneously into several market groups which now behave uniformly. Or the process of grouping together the similarly behaved parts of the market from an entire diverse market. In general, the purpose of market segmentation is to obtain a market share that has a more uniform character and behavior. Targeting is a strategy to allocate company resources effectively. Three criteria for evaluating and determining the segment to be targeted. In order to evaluate and select targets, there are several things that researcher should consider. Positioning is an action or steps from the producer to design the company's image and value offering where consumers in a certain segment understand and appreciate what a certain segment is doing, understand and appreciate what a company is doing, compared to its competitors.

Previous Research

Eric W. Liguoria and Thomas G. Pittz (2020) reviewed of the data on COVID-19's impact on micro, small, and medium-sized enterprises suggests the economic fallout from this pandemic will get worse for small businesses and their employees before it gets better. To help combat the negative effects, this article offers practical and tactical strategies for navigating the uncertainty and risk especially prevalent in today's pandemic-filled business environment.

Muhammad Istiaq Ishaq and Nazia Munazer Hussain (2016) determined the influence of creative marketing strategies and effective execution on business unit performance. Moreover, strategic orientation and environmental uncertainty are used as moderating variables. Data are collected from 368 key informants working in Fast-Moving Consumer Goods (FMCG), banking, pharmaceutical, chemical, insurance, and engineering

industries using a multi-stage random sampling technique. Factor analysis and multiple hierarchical regressions are used to test the study hypotheses. The results indicate that creative marketing strategy and effective execution are positively associated with business performance. Moreover, environmental uncertainty and strategic orientation play a moderating role in the above relationships.

Harum Astuti, Isharijadi, and Farida Styaningrum (2022) analyzed the marketing strategy of Batik Tulis Kenongo SMEs to compete during the Covid-19 pandemic. This type of study is a descriptive qualitative. The data sources used are primary data sources through direct interviews with five informants, namely the owner of the Batik Tulis Kenongo SMEs, two employees, and two customers. The data analysis technique used is data reduction, data display and concluding drawing. The results show that the marketing strategies that Batik Tulis Kenongo can use to compete during the Covid-19 pandemic are to focus on competitive prices, take advantage of recommendations from old consumers to increase the targeted market share, online marketing to increase customer buying interest, develop knowledge and human resource skills to increase productivity, focus on maintaining competitive selling prices and expanding the market through online marketing.

Conceptual Framework



Figure 1. Conceptual Framework

Source: Literature Review

RESEARCH METHOD

Research Approach

The type of research used is descriptive qualitative. Research with descriptive methods is usually carried out through observation, interviews, and case studies to describe behavior rather than using data that can be analyzed statistically.

Population, Sample, and Sampling Technique

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2009). According to Polit and Hungler (1999), population is an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. Kolter (2015) defines a sample as a segment of the population selected for marketing research to represent the population as a whole. While according to Sugiyono (2009), sample is a part of the number and characteristics owned by the population. Sample also means as a partial or representative of the population under study (Arikunto, 2002). Sample is part of the population selected by using certain procedures in order to be able to represent the population. The sampling method used in this research is a non-probability sampling method, using purposive sampling techniques. Purposive sampling is a specific type of people who can provide the desired information, either because they are only ones who have it, or conform to some criteria set by researcher. Based on this section, it is clear that the sample of this research are CV. Defoma Catering representatives who contain information regarding sales and marketing.

Data Collection Method

The types of data used in this study are primary and secondary data. Primary data is data obtained directly from the original source (object), not through intermediaries. Primary data in this study were obtained through direct interviews with the management of CV. Defoma Catering. Secondary data is data obtained indirectly through intermediary media, namely through research results, books, articles, and various publications and related institutions that are relevant to the issues raised. Secondary data in this study was obtained through interviews with the owner of CV. Defoma Catering.

Data Collection Technique

The technique of collecting data by conducting questions and answers or direct interviews with sources from the Defoma Company. The data analysis technique used in this study is to use the SWOT analysis technique with a descriptive qualitative approach consists of Strengths, Weakness, Opportunities and Threats. SWOT analysis aims to maximize strengths and opportunities, but can minimize weaknesses and threats. According to Sugiyono (2009), SWOT analysis is a systematic identification of strategic factors to formulate strategies. Strategy is a very important tool for achieving goals.

RESULT AND DISCUSSION

CV. Defoma Catering is a culinary business. The caterer is located in Malalayang, Manado City, which started the business in 1992. Starting from wanting to increase income and coincidentally the owner of the hobby of cooking. Finally he decided to start his business by selling doughnuts and some snacks. The owner processed his own raw materials then he deposited it into the surrounding stalls and school canteens. Until now the owner is still depositing his cake to the stalls around. The catering business that was established was named CV. Defoma Catering. Over time CV. Defoma Catering crowded orders from rice boxes, birthday cakes, snacks, organizational events such as in the village and for addition he also received parcel delivery orders for weddings, and several other events. Because of the order more and more he hired several employees, with delicious taste and raw materials that are always new every time there is an order so the choice of the surrounding community to order at CV. Defoma Catering at that time

SWOT Analysis

This research uses SWOT matrix that the analysis carried out to find out various internal factors, namely Strength and Weakness which are presented together with an analysis of various external factors, namely opportunities for Opportunities and Threats. This matrix provides a clear and detailed description of the strengths and weaknesses and opportunities and threats faced by the research object. SWOT analysis will give birth to a strategy that is considered capable of helping owners to develop their businesses because they are able to overcome the weaknesses and threats faced and develop the potential strengths and opportunities of the research object. This research uses SWOT matrix that the analysis carried out to find out various internal factors, namely Strength and Weakness which are presented together with an analysis of various external factors, namely opportunities for Opportunities and Threats. This matrix provides a clear and detailed description of the strengths and weaknesses and opportunities and threats faced by the research object. SWOT analysis will give birth to a strategy that is considered capable of helping owners to develop their businesses because they are able to overcome the weaknesses and threats faced and develop the potential strengths and opportunities of the research object.

The SWOT matrix provides 4 columns of solutions for research object to carry out their strategies, namely the SO strategy (strength - opportunities), ST (strength - threats) strategy, WO (weakness - opportunities) strategy, and WT (weakness - threats) strategy. This matrix can be explained as follows:

Table 1. SWOT Analysis Matrix

	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. The product has an own signature taste. 2. The product is in accordance with the customer's wishes 3. The owner really maintains customer relationships 4. The catering implement health protocols within the employees 5. The catering maintain the quality of their service toward customers 	<ol style="list-style-type: none"> 1. The employees does not work well because of pandemic effect toward employees. 2. The promotions being held are still not impactful toward market 3. Traditional Food and Recipe that already outdated 4. There some employee who already old 5. Do not have many relations for new customers
Opportunities (O)	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. Significant population growth in Manado 2. The development of the pandemic situation is improving every day 3. Easier road access out of town 4. Re-enacted events offline 5. Sales model that can be added by selling through outlet 	<ol style="list-style-type: none"> 1. Expand the market by opening a new production location 2. Market penetration to increase sales 3. Always supervise management 4. Establish good relations with business owners or event planner 5. Lower the rates because of pandemic situation 	<ol style="list-style-type: none"> 1. Optimize the company's management system. 2. Hire a new and more good quality worker 3. Improve services not only in serving but communicating 4. Makes more added value regarding health protocols 5. Makes area outside Manado to prioritize on

Source: Data Processed, 2021

Analysis with SWOT matrix produces four strategies including SO Strategy: It is a strategy that uses the internal strength of a restaurant to take advantage of opportunities. The strategies includes expand the market by opening a new production location, market penetration to increase sales, always supervise management, establish good relations with business owners or event planner, and lower the rates because of pandemic situation. WO Strategy: It is a strategy to use opportunities to overcome internal weaknesses in restaurants. The strategies includes optimize the company's management system, hire a new and more good quality worker, improve services not only in serving but communicating, makes more added value regarding health protocols and makes area outside Manado to prioritize on. ST Strategy It is a strategy to reduce the consequences of various threats received by restaurants. Some strategies that can be done includes maintain and improve the company's image, anticipate changes in pandemic circumstances, always make product innovations based on trends, determine the selling price policy or product quality based on the cost of raw materials and improve electronic media in promotional activities. WT Strategy A strategy to minimize weaknesses and avoid threats. Strategies that can be done include optimize all the marketing channels (social media, mouth to mouth), creates new system regarding pandemic situation to maintain competitive value, look for a new location that is easy to open to open a branch, clarify the standardization of the duties of workers, contacts old customers for making.

Discussion

The Implementation of Marketing Strategy

CV. Defoma Catering still maintains the taste of Minahasan Traditional Food from the offspring legacy for all people. In the face of pandemic, there are something to be changed of the business operation in order to adjust with the government policy such as health protocol with wearing mask, washing hand, physical distancing, and avoiding crowd. It is not only that the company and consumers need to comply in the business operation, but sometimes the company faces the uncertainty business operation. In order to adjust with those situation, CV. Defoma Catering has taken several actions from rationalizing several resources to be used such as reducing the raw material inventory, downsizing the employees, readjusting the partnership with suppliers.

In the business operation, CV. Defoma Catering has adjusted the lay out of the restaurant facilities to make more spacious for the consumers to come and eat, provided the sanitizers and the hand washing place, as well the employees required to wear masks as they serve the consumers. Regarding the operational cost, the company tried to save the direct cost such as using the raw material and labor cost and also in indirect cost or overhead cost such as saving in paying salary for employees, electricity and other utilities. All these company's actions mean to try and penetrate the existing market segment and to support the expansion of new market such as serving more consumers through marketplace or online market.

Based on the SWOT analysis that has been done above, it can be determined what the business strategy to achieve and surviving this pandemic situation for CV. Defoma Catering. The marketing strategy applied by CV. Defoma Catering was Penetration strategy and Market Development Strategy. All these strategies applied because the market segment still exist and also open to catch the market share to increase the sales volume.

1. Products. For product, it is best for CV. Defoma Catering to always make product innovations based on trends because despite the situation of pandemic, food industry keeps growing day by day and new innovation of food and the recipe is always needed for the growth of CV. Defoma Catering in this situation.
2. Price. For price, CV. Defoma Catering must consist in determining the selling price policy or product quality based on the cost of raw materials because when a business can save funds in crisis area, most likely it will help them survive.
3. Place. For place, CV. Defoma Catering should look for a new location that is easy and affordable in this situation to reach more customer and rises their market size. CV. Defoma Catering should also makes area outside Manado to prioritize on, means that they had to reach more people so it will lead to many opportunities such as new clients or partnership.
4. Promotion. CV. Defoma Catering should optimize all the marketing channels in social media so they does not seem to be so old-fashioned business in this digital area. In pandemic, they can promote their health protocols that they implement so that they will gain more trust on their clients.
5. People. The strategies for CV. Defoma Catering can includes the optimization of the company's management system and also hire a new, good quality worker, that can help CV. Defoma Catering improves services not only in serving but communicating. Also can be a people who keep up with latest food industry trends during Pandemic.
6. Physical Evidence. Because it is pandemic situation, their places must makes more added value regarding health protocols such as sanitation every day before producing, and their food must be contain in safe storage that can be clean and safe from the spread of the virus.
7. Process. As some of the points above mention regarding health protocols, they also must change their process of serving in this pandemic situation such as maintain health situation of the worker before go to the clients and have fully implemented the health protocol towards their process of serves catering for clients.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result and analysis of situation using the SWOT, then it can be concluded that CV. Defoma Catering has implemented the intensive strategy such as market penetration and market development both just to maintain and even increase the sales volume due to the existing market segment and the increase market share.

Recommendation

Based on the result and analysis, the recommendation given in this research is as follows:

1. Improving the image of CV. Defoma Catering by raising issues that are more focused on the characteristics of Minahasa cuisine that trends nowadays.
2. Improve the promotion system carried out to be more effective and efficient, and maintain the influence of media that help in indirect promotion.

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