

Marketing Strategy on MSMEs in Effort Maintaining Sales in Central Covid-19 Guidelines (Case Study RM Pondok Salero Grogol)



Eka Sutisna¹, Intan Puspita Rini², Fais Kaldun³, Gelar Faisal⁴

^{1,2,3,4} Universitas Islam Jakarta

ABSTRACT: The aim of this study is to analyze the marketing strategy carried out by RM Pondok Salero in increasing or maintaining sales in the middle of the Covid-19 pandemic and to analyze the obstacle factors and marketing strategy solutions carried out by RM Pondok Salero in an effort to maintain sales amid the Covid-19 pandemic. The research method uses a qualitative approach. The analytical tool used in this study is analysis IFE & EFE and IE matrix analysis. Based on the results obtained by the IFE and EFE matrix analysis, the total IFE weight score is 3.49 and EFE of 3.22 put RM Pondok Salero is in quadrant I (a growing and developing strategy). Results of research also show that the strategy done by RM Pondok Salero with 7P (Marketing Mix) 7P (Product, Promotion, Price, Place, People, Process, Physical Evidence). Strategy product in the form of innovation cheap rice package, strategy promotion every food purchase will get free iced tea, strategy price will get a discounted price in the form of cashback 30% through the ShopeePay and OVO applications, strategy place in the form of flexibility in product delivery, strategy people by bringing in the original cook of the prairie, strategy process in the form of employee readiness in processing consumer orders, strategy Physical Evidence in the form of the location and layout of the room and the cleanliness of the restaurant which is maintained by RM Pondok Salero. Constraints faced by RM Pondok Salero in finance and raw materials but RM Pondok Salero can still find solutions and alternatives, namely by managing finance and use raw materials efficiently. Then the RM Pondok Salero solution in dealing with the Covid-19 pandemic with product innovation, following technological developments, maximize social media and maximize services between or delivery

KEYWORDS: Marketing Strategy, SWOT Analysis, *Marketing Mix* 7P, Covid-19.

INTRODUCTION

Small and Medium Micro Enterprises or often called MSMEs have a very important role in advancing and driving a country's economy. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (KemenKopUKM) March 2021, the number of MSMEs in Indonesia reached 64.2 million. As for the DKI Jakarta region, the Head of the DKI Jakarta Economic and Financial Bureau of Jakarta said, until Friday 24 December 2021 the number of MSMEs in Jakarta had reached 289,370 there were around 160,000 culinary-based MSMEs. According to the article presidentri.go.id there are 56 million MSMEs and 70% of them are culinary MSMEs. Culinary MSMEs are a business that will never die. Culinary MSMEs continue to grow rapidly as consumer demand continues to grow and the needs of diverse consumers. RM Pondok Salero Padang is a MSME with Small Business Criteria with a net worth of more than fifty million rupiah excluding buildings of businesses and land and has an annual sale of more than three hundred million Rupiah who moves is culinary. RM Pondok Salero has many competitors in the same business. So that restaurant owners are obliged to innovate and put more effort into controlling marketing so that they can seize market share, besides facing competition with RM Padang of the same type also faced unstable conditions due to the presence of the Covid-19 Pandemic, which resulted in the sale of RM Pondok Salero experiencing a significant decline. Given the importance of marketing strategies for sustainability and for maintaining business, it is very important that this marketing strategy is carried out by RM Pondok Salero who has been trying to increase sales.

Marketing Strategy on MSMEs in Effort Maintaining Sales in Central Covid-19 Guidelines (Case Study RM Pondok Salero Grogol)

MARKETING MIX

According to Kotler and Armstrong (in Aisha 2020: 7) "marketing mix is a set of marketing tools used by companies according to the target market that has been set". Kotler and Armstrong (2012: 51) mention the marketing mix (Marketing Mix) consists of 4P ie product (products), price (prices), place (places) and promotion (promotion). In line with the competitive world of business, 4P developed into 7P ie product, price, place, promotion, people, process, physical event. According to Kotler and Keller (2009:19) the marketing mix consists of 7P which defined as follows: Product (Product) "Product means the goods and service combination the company offers to the target market" Products are a combination of goods and services offered by companies to target markets. Companies try to influence consumers through the products they offer. That is, whatever form it is as long as it can meet the wishes of the customer and the needs we say as a product.

Price (Price) "Price is the amount of money customers must pay to obtain the product". Prices are some money consumers must spend to get the product. Prices are formed on the basis of an agreement between the seller and the buyer through a bargaining mechanism. pricing is very important to do, considering that prices are one of the causes of the non-product offered. Incorrect in determining prices will be fatal to the products offered by the company and can result in the absence of the product being marketed Promotion (promotion) "Promotion means activities that are community the merits of the product and persuade target customers to buy it". Promotion is the activity of communicating products and persuading the target consumers who buy them. The company carries out promotional activities to introduce products to consumers, even in the presence of promotions aimed at reminding consumers who have forgotten the existence of the product. Place (Place) "Place includes company activities that make the product and persuade target customers to buy it". The place is the company's activity to produce and place its products so that they are available to target consumers. Companies must determine the exact location and distribution channel so as to make it easier for consumers to obtain their products. Companies should choose places that are easily accessible in other words strategic. People (People) According to Sigit Sanjaya (2018) "people is asset main in the service industry, especially if employees with performance high. Consumer needs for employees who have high integrity will cause consumer satisfaction". The elements of people are company employees, and consumers. All employee attitudes, actions and ways of dressing employees have an influence on the success of service delivery. (Process Process) The process is the actual product, mechanism and flow of activities and routines where services are created and delivered to consumers. The process is a form of activity carried out in order to market goods or services to prospective consumers. Therefore, to guarantee the quality of all processes in company operations must be carried out using standardized procedures and systems. Physical Evidence (Physical Evidence) According to Kotler and Armstrong (2008) is evidence held by service providers aimed at consumers as a consumer value-added proposal. Physical evidence is a tangible form offered to customers or even to potential customers and something that has a real impact on consumers' decisions to buy and use the products or services offered. The elements in physical evidence include company cranes, equipment, and other items that depend on the service provided.

Corona-19

The SARS-CoV19 virus is a new type of corona virus that causes pandemics. Clinical manifestations usually appear within 2 days to 14 days after exposure. According to (Majdo, 2020) The World Bank estimates that this pandemic will erode national economic growth to only be in the range of -3.5 percent to 2.1 percent by 2020. Likewise, the number of unemployed is expected to increase by 2.91 million (2.71% of the workforce) to 5.23 million (3.79% of the workforce) by 2020.

1. Corona's impact on the economy

Lately covid became a great consensus of the Indonesian people because of the continuing problems. A country's economic development basically aims to achieve community prosperity through high economic growth and equitable distribution of income. The Covid-19 pandemic caused a decline in the economy and activity in various sectors and regions of Indonesia. Some affected sectors are the transportation sector, the construction sector, and the processing industry. While other sectors that are still relatively safe are the financial sector, the health sector and social work. In addition, the impact of the corona covid-19 virus pandemic is felt in the business and economic world. Some business sectors that have the potential to experience sales are workshops, restaurants, salons, spas, property, tour and travel, hotels, transportation, aviation, mall, fashion and several other business sectors

The food sector is considered a stable business in times of crisis, only experiencing adjustments to methods, both ordering, payment and shipping methods. However, because this sector allows for so many levels of business to start micro-scale, so that there will be increased competition at the lower levels, individually in practice it can be the opposite, the market exists but turnover is down because supply is increasing.

Marketing Strategy on MSMEs in Effort Maintaining Sales in Central Covid-19 Guidelines (Case Study RM Pondok Salero Grogol)

RESEARCH METHOD

This research uses a qualitative approach research method, which explains, outlines and or describes research results data. The results of the study were obtained in accordance with the problem under study, namely the marketing strategy at MSMEs in an effort to maintain sales in the middle of the Covid-19 pandemic. The case study of RM Pondok Salero Grogol by describing the data that the author obtained as a result of research. Using this method, the authors obtain accurate data results so that the results of this study are truly in accordance with field conditions.

Data Types and Sources

This type of research is qualitatively descriptive and the data sources used in this study are: Primary Data Primary data is data obtained directly through the activities observations, and interviews . Primary data is the source of data obtained directly from the source, in this study primary data was obtained directly from the owner of the RM Pondok Salero Grogol through the results of interviews and observations that researchers conducted. 2. Secondary Data Secondary data is data obtained indirectly. Secondary data can be obtained based on references and literature related to script writing as an amplifier to research data. The secondary data sources in this study are in the form of physical financial statements or sales reports owned by RM Pondok Salero Grogol.

Data Collection Techniques

Data collection techniques are methods used by researchers to collect and record information according to the scope of the researcher's discussion. The author uses data collection methods in the form of interviews, observations and documentation. Data Analysis Techniques The data analysis techniques used in this study are interactive analysis and SWOT analysis. according to Miles and Hubberman qualitative data analysis is carried out continuously until the data is saturated. This means that new data or information is no longer obtained. There are three stages that first reduce data means summarize, choose the main things, focus on the important things determine friends and patterns, The second step of data analysis is the presentation of data, which is a organized collection of information that obtains description, conclusions, and action. The third step in qualitative data analysis is drawing conclusions. Researchers make conclusions supported by strong evidence at the data collection stage. Withdrawing conclusions is the answer to the focus of the i tian , in this study the conclusion drawing was the activity of giving meaning and explanation of the results of the presentation of data regarding the application of an appropriate marketing strategy to RM Pondok Salero in maintaining sales in the Covid-19 pandemic era. SWOT Analysis this can clearly and accurately describe how to align the eksternal and internal opportunities and threats faced by the company to match its strengths and weaknesses. In the first stage, researchers conducted an in-depth interview about the marketing strategy of the casvid-19 pandemic using SWOT analysis with owner, employee and consumer RM Pondok Salero. The second phase of researchers distributed questionnaires to consumers of RM Pondok Salero about the marketing strategy of the meritorious covid-19 pandemic using the 7P marketing mix (Product, Price, Place, Promotion, Process, People, Physical Evidence).

RESEARCH AND DISCUSSION RESULTS

Analysis of marketing strategies at MSMEs in an effort to maintain sales amid the Covid-19 pandemic case study of RM Cottage Salero taken by the author is carried out using a 7P marketing mix (Product, Price, Promotion, Place, People, Process, Physical Evidence)

Marketing Mix

1. Products (Product)

Products at RM Pondok Salero are preferred by all consumers. RM Pondok Salero really maintains the quality and taste of its products to remain in demand by consumers, and in the current pandemic conditions RM Pondok Salero innovates by releasing a new menu in the form of cheap package rice.

2. Price (Price)

RM Pondok Salero has a friendly price bagged all the circles, food menu prices start from 7,000-30,000. Based on the results of interviews with consumers saying prices at Rm Pondok Salero fit a student bag with 10 thousand money alone can get cheap vegetable rice packages. Especially if payment using Shopeepay and OVO will get cashback 30%

3. Promotion (Promotion)

Advertising / advertising used by RM Pondok Salero through social media in the form of Shopeefood san Grabfood. Kerena does marketing that is said to be easy and and directly to the desired target market. Sales promotion which is used by giving free iced

Marketing Strategy on MSMEs in Effort Maintaining Sales in Central Covid-19 Guidelines (Case Study RM Pondok Salero Grogol)

tea every purchase Personal Selling conducted by RM Pondok Salero by answering questions from consumers about the product and offering cheap package menus to consumers.

4. Place (Place)

Tempat RM Pondok Salero is quite strategic to see that the location of RM Pondok Salero is close to the highway and is located near offices, shopping centers and campuses making it easier for consumers to find RM Pondok Salero. Distribution is carried out by RM Pondok Salero using inter or message services delivery . Distribution in the cape duren region is usually carried out by the employees of the RM Pondok Salero while for the area outside the cape duren delivery will be done with the services of grab or shopee express.

5. People (People)

Based on the results of wawacara to consumers, RM Pondok Salero employees in serving consumers well, friendly, polite and neat and clean appearance The chef at RM Pondok Salero must be a native minang, so that the cuisine has a distinctive taste of prairie cuisine. Process (Process) Speed in serving consumer orders. RM Pondok Salero employees are fast enough to serve orders because they already have their respective duties. For example, at the cashier there are 2 employees available, at the service there are 4 employees. So consumers don't have to wait too long.

6. Physical Evidence (Phisycal Evidence)

Wall paint color selection that gives a clean impression, there are 4 cctv to maintain safety at the time of purchase, there are 5 fans that make consumers comfortable as well as cleanliness and neat table arrangement. Availability of sufficient parking area for 10 motor sponges, and availability of toilets for consumers.

The obstacles faced by Rm Pondok Salero

Based on existing data it can be known that in running a business there are many obstacles that must be faced by business actors at the beginning of the Covid-19 pandemic. Sufficient complex constraints experienced, that is, capital problems that can threaten the existence of a business that is owned. Based on the results of the interviews conducted it can be concluded that the obstacles faced by RM Pondok Salero in maintaining sales in the middle of the Covid-19 pandemic namely the problem of capital and scarcity of raw materials available on the market are more again the unpredictable increase in raw materials.

In addition, the absence of office and lecture activity is an obstacle to RM Pondok Salero, due to the segmentation of the main market RM Pondok Salero is office employees and students especially during the pandemic the limitation of the capacity to eat is at least twenty percent, resulting in a decrease in consumer demand for products. So from the data obtained it can be concluded that the obstacle experienced by RM Pondok Salero in maintaining the business is the absence of office and lectures that are carried out offline then affects sales and raw materials often experience scarcity and price increases.

The solution is done by RM Pondok Salero

- Creating Product innovation with spacious conditions. This means that product innovation was created to meet customer needs for a product during the Covid-19 pandemic.
- In this case RM Pondok Salero creates product innovations in the form of cheap package rice. Efforts to maximize service and customer satisfaction.
- In this case RM Pondok Salero is committed that customer satisfaction is primary. Therefore, RM Pondok Salero maximizes service with the system delivery so that customer satisfaction is maintained. Maximizing social media facilities.
- RM Pondok Salero seeks to maximize marketing by utilizing social media facilities in the form of using Whatsapp, Instagram and Facebook in communicating products to customers Efforts to keep abreast of technological developments. In this case RM Pondok Salero has registered on the Shopeefood and Grabgood platforms.

SWOT Analysis

- Strengths Analysis (Strength) A taste of typical cuisine Affordable product prices Strategic location Payment transaction is E-Money Sanding consumers ordering products from home using mobile phones
- Weakneses Analysis (weakness) Product easily imitated Less attractive packaging Less maximum promotional activities Inadequate restaurant facilities
- Opportunity Analysis (Opportunity) Open a new branch Get potential customers as loyal customers Follow technological developments Collaborate with ecommerce Create innovations or new variants on the product
- Threats Analysis (threat) Increase in raw material prices Scarcity of raw materials Many participants are in the same business around the place of business Changes in consumer tastes Resto competitors are more famous

Marketing Strategy on MSMEs in Effort Maintaining Sales in Central Covid-19 Guidelines (Case Study RM Pondok Salero Grogol)

Matriks SWOT IFE-EFE

Tabel 1. Matrik IFE

No	Faktor Internal	WEIGHT	SCORE	VALUE SCORE
<i>Strength (kekuatan)</i>				
1	Have a distinctive taste of cuisine	0,17	4	0,68
2	Affordable product prices	0,16	4	0,64
3	Strategic location	0,16	4	0,64
4	consumers can order products from home	0,17	4	0,68
5	Payment methods are already E-Money	0,17	4	0,68
	TOTAL KEKUATAN	0,83		3,32
<i>Weakness (kelemahan)</i>				
1	Kemasan produk yang kurang menarik	0,04	1	0,04
2	Produk mudah ditiru	0,04	1	0,04
3	kegiatan promosi yang kurang maksimal	0,04	1	0,04
4	Fasilitas Resto yang kurang memadai	0,05	1	0,05
	TOTAL KELEMAHAN	0,17		0,17
	TOTAL	1		3,49

Source: Processed by researchers, 2022

Based on the results table, a total score of 3.49 was obtained, indicating that RM Pondok Salero is in a strong position due to internal conditions above average. These results also show that RM Pondok Salero's internal factors are relatively strong in utilizing various kinds of strengths.

Tabel 2. Matrik EFE

No	External Faktors	BOB OT	SK OR	NIL AI
<i>Opportunities</i>				
1	Opening a new branch	0,13	4	0,52
2	get loyal customers	0,14	4	0,56
3	technological development	0,14	4	0,56
4	Carrying out product innovation	0,14	4	0,56
5	Collaborating with ecommerce	0,12	4	0,48
	TOTAL Opportunities	0,67		2,68
<i>Threats</i>				
1	Increase in raw material price	0,06	2	0,12
2	Many business competitors around	0,06	2	0,12
3	Changes in consumer tastes	0,07	2	0,14
4	Scarcity of raw materials	0,06	2	0,12
5	Competitor restaurants are	0,08	2	0,16
	TOTAL Threats	0,33		0,54
	TOTAL	1		3,22

Source: Processed by researchers, 2022

Marketing Strategy on MSMEs in Effort Maintaining Sales in Central Covid-19 Guidelines (Case Study RM Pondok Salero Grogol)

Based on the results of the table above according to Embrace (2017) if the score obtained is 1.00 to 1.99 then it shows a weak external position. A score of 2.00 to 2.99 indicates an average. A score of 3.00 to 4.00 indicates a strong external position. Of the total score of 3.22 then it can be said that RM Pondok Salero is above average in effort strategy exploit external opportunities and already able avoid threats.

Furthermore, from the results of the analysis of the IFE and EFE matrices, a quadrant will be created to determine the position of the RM Pondok Salero quadrant. There are 4 quadrant cells, namely:

- Quadrant I. This position indicates a strong and opportunity company. The right strategy is strategy aggressive that is, the company is in top condition so it is very possible to continue expanding optimally
- Quadrant II. This position indicates a company that is strong but faces challenges. Strategies that strategies can be implemented diversification where companies must search for new marketing strategies.
- Quadrant III. This position indicates that a weak company is very likely. The suggested strategy uses strategy turn around that is, the company must change its previous strategy. Because it is feared that old strategies will find it difficult to take advantage of opportunities.
- Quadrant IV. This position shows a company that is weak and faces many challenges. Solutions using strategy defensive namely a survival strategy so that company performance does not fall further.

IFE weighted Total					
			Strong	average	Weak
			3,0-4,0	2,0-2,9	1,0-1,99
			3,4 9		
IFE weighted Total	height 3.0-4.0	3,2 2	I	II	III
	medium 2.0-2.99		IV	V	VI
	weak 1.0-1.99		VII	VIII	IX

Figure 1. Results of the IE matrix

Based on the IE matrix results above, it shows that the RM Salero cottage quadrant position is in the quadrant I position, which is an advantageous situation where RM Pondok Salero has strengths and opportunities that can be utilized so that it is suitable for using growth strategies aggressive or Growth Oriented Starting.

CONCLUSION

Based on the results of the research above, it can be concluded as follows:

1. Marketing strategy carried out by RM Pondok Salero:
 - a. Product (Products) RM Pondok Salero has good products and is liked by consumers, there are cheap packaged rice and various menu variants offered.
 - b. Price (Price) offered by RM Pondok Salero is affordable from IDR 7,000-IDR 30,000 for payment via the Shopeepay and OVO applications cashback 30%
 - c. Promotion (Promotion) which is done with WhatsApp and Facebook social media and has been registered with Shopeefood and Grabfood. And get free iced tea every purchase
 - d. Place (Place) easy to reach, in other words, strategically close to offices, campuses and shopping centers (malls)
 - e. Person (People) employees provide services politely applying 3S (smile, greet, greet) and looking clean and neat. The chef must be a native Minang person .
 - f. Process (Process) the speed in preparing orders is quite good, because employees already have their own duties. Physical Evidence (Physical Evidence) the room arrangement is quite neat with the choice of wall paint color and the table chair layout gives the impression of clean, adequate facilities (parking area, CCTV, fan, toilet)

Marketing Strategy on MSMEs in Effort Maintaining Sales in Central Covid-19 Guidelines (Case Study RM Pondok Salero Grogol)

2. Obstacles faced by RM Pondok Salero
 - a. There are government regulations that can eat in places with a maximum capacity of fifty percent
 - b. Due to the decline in sales caused by the absence of office activities and lectures.
 - c. Due to the increase in raw materials and the scarcity of raw materials on the market.
3. The solution carried out by RM Pondok Salero
 - a. There is innovation in products so that products remain in demand by consumers
 - b. M maximize social media ,
 - c. There are efforts to keep up with technological developments
 - d. M maximize delivery services or delivery.
4. Swot ANALYSIS

From the results of the SWOT analysis, several alternative SO, ST, WO, WT strategies were produced that RM Pondok Salero can carry out to maintain business amidst the Covid-19 pandemic, including:

- a. Opening new branches with digital marketing
- b. Maximize delivery services delivery during Covid-19
- c. Providing discounts and promotions on ecommerce
- d. Maximize the use of social media that has been used
- e. Added restaurant facilities in the form of AC and Wifi
- f. Develop products by creating new innovations or variants in the product and maintaining a distinctive taste quality Maintain good relationships with customers

REFERENCES

- 1) Aisyah, S. (2020). *Marketing Management* . Medan: nas media library.
- 2) Assauri, S. (2007). *Marketing Management Concepts and Strategies* . Jakarta: PT. Raja Grafindo Persada..
- 3) Hardiwardoyo Wibowo, " National Economic Losses Due to the Covid-19 Pandemic " , Muhammadiyah University of Jakarta Baskara: Journal of Business and Entrepreneurship Volume 2 No. 2 April 2020, pp. 86 -87
- 4) Kotler dan Armstrong. (2012). *Marketing principles , Issue 1 Volume 1*, Jakarta: Erlangga, p. 51
- 5) Kotler,P dan Keller K.L,2009. *Marketing Management . 13th Edition, Volume 1*, Jakarta: Erlangga p.19
- 6) Majdo, M. I. (2020). "Mapping the Way for Post-Pandemic Economic Strengthening". Indonesian Journal of Development Planning, Vol. IV No. 2, 104.
- 7) Rangkuti,F. 2017. *Business Case Dissection Techniques SWOT analysis* , Jakarta: PT.Gramedia Pustaka Utama
- 8) Sigit,S dan Pratiwi,N. 2018. "The influence of processes and physical evidence on consumer satisfaction". Scientific Journal of Management and Business Vol.3 No.2



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.