



## MARKETING STRATEGY IMPLEMENTATION, SYSTEM MANAGERS ADAPT AND RESHAPE BUSINESS STRATEGY FOR PANDEMIC

Sulasih<sup>1</sup>, Wiwiek Rabiatal Adawiyah<sup>2</sup>

<sup>1</sup> Faculty of Economics and Bussiness, Universitas Jenderal Soedirman

<sup>1</sup> Faculty of Economics and Islamic Business UIN SAIZu Purwokerto

<sup>2</sup> Faculty of Economics and Bussiness, Universitas Jenderal Soedirman

*E-mail address:* [sulasihs@gmail.com](mailto:sulasihs@gmail.com)

### Abstract

Contingency theory explains that the environment has a significant impact on an organization. Related to the current environmental conditions in which the whole world, including Indonesia, is experiencing a crisis due to the pandemic, entrepreneurs who can survive the uncertain economic conditions due to the pandemic outbreak are certainly entrepreneurs who can adapt to environmental changes just think smart, creative, and innovative. The research method used qualitative research approach with the survey method by generalizing the results of exploring in-depth data on SMEs in Banyumas. This study's purpose based on previous research's advice was to explore the use of technology in SMEs to ensure business continuity during the pandemic and to determine strategies for SME problems in Indonesia during the pandemic based on previous research results. Entrepreneurs are advisedly managed intelligently by determining a strategy related to marketing strategies and the business management system adapted to the changing environment to increase sales. Entrepreneurs should change conventional marketing systems and modernize by utilizing technology to run business activities. Several strategies for entrepreneurs to survive this pandemic situation can utilize digital technology and improve products, services, and CRM. Notably, management must be able to adapt by making several policies to control the business.

**Keyword:** Pandemic, SMEs, Marketing Concept, Marketing Strategy

### INTRODUCTION

The principles of management theory used to be the foundation for developing a philosophical framework of thinking in this modern management era, beginning from the emergence of modern management theory that is more incorporated into its development. In modern management theory, the system approach regards the organization as an integrated and inseparable entity (Silalahi and Sulasih, 2020). In the new management period, as the key to progress, the organization must improve its understanding. Any businesses that operate a company without renewal and only do business as normal will not find out what they need for a short period of time. Therefore, they have to adjust if the corporation or organisation wishes to survive,.

Many companies have been bankrupt due to delays in inventorying current conditions and have not found creative and innovative solutions to survive. Many companies have failed to survive due to the late inventory of current conditions and have not found creative and innovative solutions. (Supriyatna and Sylvana, 2012). There are several approaches in the modern management era delivered by pindur. One of them is the contingency approach, which means that the contingency theory is an organizational problem-solving approach that considers all factors in different situations before deciding.

The definition stresses the need for overall evaluation and environmental analysis of the enterprise and must be adapted in its analysis to different circumstances and

conditions. This theory shows an orientation that enables an entity to be an open structure consisting of subunit interactions coping with certain circumstances. Uncertain situations are appropriate or risks can be avoided by modifying organizational structure, strategy preparation, and leadership behavior. The theory of contingency explains that an organization has a huge effect on the environment, and a manager must behave flexibly and respond to the evolving environment around his organization. Depends on the external environment, how the company structures and controls the framework to be chosen. Approaches to contingency cross the difference between theory and reality and pay attention to the world around it. Various management principles and techniques will be needed for environmental conditions (Silalahi and Sulasih, 2020).

The environment associated with the technology is changing very quickly as well as the mindset of its management. In this modern management theory, an organization must implement an open system related to the environment if it wants to survive its sustainability. Of course, one must be able to adapt to the surrounding environment. Overall, the organization's elements are a unity that is interdependent on each other and must adapt to the surrounding environment, and the elements in the organization are interconnected as unity. The environment can be an opportunity for a business outlook and the environment to be a threat to business development. (Suliyanto, 2010).

All countries, including Indonesia, are facing the Covid-19 pandemic in the sense of current environmental conditions. The pandemic has a huge effect on all industries, including the health sector, the social sector because it is unable to interact, and also on the commercial sector, both domestic and foreign sectors of the economy.. According to (Hao 2020), the effects of this pandemic have a significant impact on the economic sector. The economic disasters that occur due to this pandemic are very different from any previous

disasters. Since the outbreak of COVID-19, the industry has experienced uncertainty.

All sectors are disrupted due to travel bans and have to maintain social distancing, ultimately affecting job security and income. (Hao, 2020). Sustainable business operations are influenced by restrictive measures to avoid the spread of viruses, including reducing business practices, HR problems and supply chains. (Papadopoulos et al., 2020). The constraints also have a serious impact on medium-sized enterprises (SMEs) as opposed to large firms. SMEs are most vulnerable because small and medium-sized businesses appear to have lower capital, lower consumer prices, lower assets and lower levels of productivity than large firms. (OECD, 2020).

In addition, in times of crisis, small organisations and leaders face significant challenges. Around the same time, they are searching for new ways to be more versatile. (Davidsson, 2015). Furthermore, they develop strategies for sustainable business operations. As explained earlier, SMEs have a more significant impact than large companies, and It also happens in Indonesia. SMEs' limited mobility conducting their operational activities and consumer demand level directly decrease; this situation impacts sales and business continuity. Besides, this pandemic causes a change in consumer purchasing patterns behavior, so that SMEs must adapt and condition the sale of their products and services. (OECD 2020), the Organisation for Economic Co-operation and Development states that SMEs have a significant impact on pandemic conditions. Indonesia is a country with a majority of the population of SMEs. SMEs are known for businesses that can survive various crises and businesses supporting a country's economy. In this pandemic situation, SMEs must explore an opportunity creatively and innovatively and adapt to the new normal condition. SMEs in Indonesia are among the most significant contributors to the economy that have a severe impact not only in labor and production but also in decreased revenues due to their marketing.

Marketing is a serious concern because, so far, SMEs use traditional media in promoting their products. This is strengthened by the opinion (Pakpahan, 2020), which states that SMEs lack resilience and flexibility in dealing with pandemics due to the low level of digitization and difficulty accessing technology, and lack of knowledge related to strategies to survive. (OECD, 2020) explains that SMEs are required to adapt to any changes in the environment and business development, following contingency theories in the development of modern management theory. In addition to the demands on SMEs to adapt, SMEs have high creativity and innovation to create opportunities and penetrate the global market. Many studies examine marketing in a broader sense related to crisis times. The studies, including companies dealing with shortages of goods and services (Kotler, 1974), management marketing strategy during the recession (Naidoo, 2010), advertising during the product damage crisis (Gao, Xie, Wang, & Wilbur, 2015), and multinational companies struggling to solve problems related to the global financial crisis (Williams & Martinez, 2012).

In the marketing domain, crises can occur in many forms, but ultimately surround large-scale situations where an event has involved a drastic event and negatively impacted organizations, customers, competitors, employees, and other relevant stakeholders (Clark, 1988; Grewal & Tansuhaj, 2001). In addition to its marketing, based on observations to SMEs, several problems faced during the pandemic as follows: declining sales levels due to decreased purchasing power of consumers, reduced buying and selling activities, and other problems faced by SMEs during this pandemic are the difficulty of obtaining raw materials, hampered distribution, lack of innovation, not being able to optimize online marketing, poor time management in managing businesses, less extensive market share, limited SME knowledge during the pandemic, not being able to do strategies by making product appearances more attractive,

not switched online sales system and other problems that are quite a lot faced by SMEs. Based on this and the advice of previous research conducted by (Papadopoulos et al., 2020), it needs to further explore the use of technology in SMEs to ensure business continuity during the pandemic. The purpose of this study is to examine the efforts that SMEs should make based on some problems experienced and willing to provide an overview based on the results of previous research studies. In strategies or efforts that must be made, at least short-term marketing efforts to increase sales to survive and have competitiveness amidst the changing current uncertain business environment.

## **LITERATURE REVIEW**

### **Marketing Concept**

General Electric Company (GE) was appointed by many as the first company to acknowledge marketing as an integrated business feature. GE basically described the idea of marketing after World War II as "uncovering and satisfying customer needs and desires" and started to see the wish of the consumer as the starting point for all the plans of the business to manufacture products and strive and locate the customer who will purchase the product. In the top management team, marketing managers are also included. (Sozuer et al., 2020). Other businesses adopted and encouraged researchers to investigate by embracing and seeing the feasibility of the marketing concept after witnessing the success of GE.

Interestingly, the idea is embraced only by a handful of companies (mostly big corporations), considering the general enthusiasm for the concept of marketing (Hise, 1965) The widespread adoption of marketing principles in manufacturing companies has been reported, noting that large companies are more likely to embrace them than mid-sized companies (Mcnamara, n.d.) Studies show that in consumer goods firms (compared to industrial goods companies) and large companies, the acceptance of marketing concepts is greater (vs. medium and small companies). Whether the marketing concept is

essential (Barksdale and Darden, 1971), marketing executives emphatically respond "yes." to that question. Many claim that the principle of marketing contributes to improved customer benefits through greater product compatibility and higher service efficiency, shaping the philosophy of management, and contributing to the organization and management of marketing activities.. However, only 35% of marketing executives believe that the concept of marketing is widely accepted as an operating philosophy.

### Marketing Strategies

Iconic book marketing (Kotler, 1967) expands the concept of marketing to define the field of marketing in three domains:

1. Insights (being a client, a company, a competitor, a marketing intermediary, social, political, cultural, economic, environmental and technological factors);
2. Strategy (segmenting, targeting, positioning and distinguishing);
3. Execution (marketing mix: product, price, place, and promotion).

Marketing strategies are characterized as marketing logic used by businesses to generate consumer value to accomplish business objectives. In order to create and retain a competitive advantage, this rationale describes the clients should be represented (segmentation and targeting) and how to serve them (positioning and differentiation). Marketing campaigns for a marketing mix are carried out (Sozuer et al., 2020).

Many scholars contributed to research in the field of marketing strategy. They developed models to capture individual customer decisions or market segments within a multi-attribute framework (Johnson, 1971); Lehmann 1971; Shocker and Srinivasan 1974 \*; Hustad et al. 1975 \*; Pessemier 1975 \*; Urban 1975; Hauser and Urban 1977 \*; Green and Srinivasan 1978). Most early studies focused on short-term effects ((Guadagni and Little, 1983); Gupta 1988 \*; Tellis 1988 \*)

and medium-term from marketing actions. They measured the long-term impact of marketing strategies, helping to drive related work measuring the value of various marketing actions and assets in subsequent years.

Researchers were also investigating mechanisms that empower marketing strategies. For example, they consider the role of competition (Farley et al., 1978); Carpenter and Lehmann 1985), market pioneers (Schmalensee, 1982); Robinson and Fornell 1985 \*; Urban et al. 1986 \*; Carpenter and Nakamoto 1989, 1990\*), and market structure (Moore et al. 1986\*; Lehmann and Pan 1994) in directing marketing strategies. Likewise, they investigated how managers established marketing strategies (Hulbert et al. 1983\*; (Boulding et al., 1994).

The marketing strategy concept was expanded in the 1980s to include marketing implications for enterprise-level and inter-company-level results. A well-known example of marketing, the company-level contribution grew from the total quality movement in manufacturing.—Parasuraman et al. (1988\*) with the article Servqual led to research on marketing services. Similarly, Griffin and Hauser (1993\*) continued the related innovation literature to highlight marketing as the "voice of the customer," leading to innovation in marketing literature. In the same way, Wilkie's (1975\*) and Maynes et al. (1988\*) FTC jobs and Andreasen's nonprofit work (1983\*) led to the development of marketing roles in corporate social responsibility.

Marketing is fundamental. Therefore, marketing cannot be considered a stand-alone function. Marketing is a way of looking at the whole Company from the result, namely from its customers' view. A business's success is determined not by its manufacturer but by its customers (Peter Drucker). Marketing covers all its activities in adapting to its environment creatively and profitably (Ray Corey). The task of marketing is to describe the needs of the community into opportunities that bring benefits. A marketing expert formulates marketing as "creating and delivering a

standard of living." A marketing expert formulates marketing as "creating and delivering a standard of living." Among the many opinions related to marketing, marketing is a social and managerial process in which individuals and groups get their needs and desires by creating, offering, and exchanging something of value to each other. Marketing can be the spearhead of business activities; by doing a good marketing activity, a business will succeed. Marketing is a function that facilitates the achievement of organizational goals (Kotler et al., 2000).

## **METHOD**

The research was conducted at UKM in Banyumas, Central Java. The research method used is descriptive method using a qualitative research approach with the survey method by generalizing the results of exploring in-depth data on SMEs in Banyumas. Research data were obtained from primary and secondary sources where primary data were obtained through questionnaires and secondary data were obtained from literature studies and other information related to the research topic. The sample used was 50 informants from UKM players in Banyumas. The sampling technique used Judgement sampling technique.

## **RESULT AND DISCUSSION**

### **1. Pandemic Marketing Strategies**

Referring to the marketing concept that meets consumers' needs and desires by presenting products that can provide a level of satisfaction on the value of the product produced with the costs incurred, it is essential to note. SMEs need to take steps to meet the desires and needs of consumers. These strategies are an effort to survive and be competitive in the midst of this uncertain environmental change. Do not make bad times an excuse to do destructive marketing activities too. Many consumers are willing to listen to and expecting to do a business activity, on the condition that they will only buy from companies capable of solving problems. Several strategies that can be

applied based on several previous research studies are:

#### **a. Digital Technology**

To deal with the pandemic consequences, SMEs need to use digital technology, e.g., mobile or collaborative technology with the internet, and with digital technology, adoption strategies lead to increased competitiveness, productivity, and performance (Bruque and Moyano, 2007). considering that SME security is essential for the global economy (Storey, 2016). SMEs need to have the right plan for the sustainability of their business, which is defined as identification and risk management that threaten and interfere with services, reduce the risk effects, and ensure the service recoveries that significantly affect services. so that SMEs can use technology to achieve these goals as described above. (Gibb and Buchanan, 2006). The digital technology implementation in marketing, which is the main problem of SMEs, can be in the form of:

- 1) E-Commerce is a means to expand the market share by updating the marketing system. (Hardilawati, 2020). Shopee, Lazada, and others are E-Commerce media that businesses can use the application. With E-Commerce, SME marketing activities are expected to be broader and impact the potential for increased sales and increase SME profits. In addition to conducting sales activities using E-Commerce, SMEs can also build relationships and networks to form new concepts and create creative ideas for their business development. Businesses can use E-Commerce as a medium to observe or observe sales and product levels from other sellers. SMEs can adopt various things that can be used for development and create innovation and creativity in their business.
- 2) Digital Marketing, Digital marketing is one activity to promote and search the market by using digital media online to utilize social networks (Purwana et al., 2017). SME businesses should make some suggestions in using digital marketing, namely by making videos of their products and publishing routinely on social media,

post and update photos frequently by including engaging copywriting marketing. Another important thing is to invite consumers by educating and introducing the quality of their products by using creative, innovative, exciting words to have brand awareness of SMEs' products and influence consumers in making their purchasing decisions. Besides, by using digital marketing, businesses can quickly answer any complaints or questions and create customer engagement. Based on this, it is concluded that technology is used to implement business systems with e-commerce. Digital marketing has many other benefits, including free promotional fees, minimal employees, location costs for displays can be minimized, not too much need for equipment, interacting with a customer can use email, chat and can be finished anywhere, anytime without any time constraints. Another benefit of using technology is consumers' ease of finding the desired product and media interactions and responding to consumer complaints.

Also, companies can sell their products, doing social activities. This strategy is a quick way to analyze the essential needs of today's consumers. By actively communicating through social media about various matters related to their concern for this pandemic outbreak, this strategy raises closeness with readers who are likely to become potential concurrency candidates in the future.

#### b. Improving Product Quality

SMEs must maintain the quality of their products to increase consumer confidence. Especially at this time, businesses use or utilize online media in marketing their products. In this case, the consumer cannot directly make a purchase where the consumer does not see or grope directly the product he will buy so that consumer confidence in quality products following the wants and needs and expectations of comments need to be maintained. (Hardilawati, 2020)

According to (Kotler and Armstrong, 2012), product quality is the ability of a

product in fulfilling the want and needs of consumers. Based on this theory, SMEs pay attention to the product's dimensions and improve the quality of products needed and desired by consumers. The dimensions of product quality, according to (Garvin, D.A, 1998), consist of: Performance of the product in which how well the product can be measured; Improve the functionality of the product through additional features attached to the product; Product quality capability in resilience to deal with business changes at any given time; Conformity of the product to a set standard; The durability of the product seen from the technical side and also its economic value; If the product is damaged or problems, it is easy to repair; Product aesthetics; Pay attention to factors that affect consumer perception of product quality, for example, related to brand reputation and others; it is concluded that SMEs must pay attention to resilience and packaging and routinely conduct quality control so that product safety can be maintained and product quality can be improved because of sales using online media.

#### c. Improving the quality of service

SME actors are important in paying attention and maintaining the service quality and adding the type of service, for example, delivery orders either done alone or using other delivery services. For example, good service on time, product quality is maintained, and friendly is expected to create trust and increase satisfaction and loyalty for consumers. Businesses create a service culture to increase customer trust, satisfaction, and loyalty, among others, by asking or conveying to consumers if there is damage to goods. The Company is ready and willing to replace it, continuously ask the consumer's response to the goods or services he receives, and are ready to bear or replace it if the goods or services do not satisfy the consumer.

#### d. Pricing strategies

The issue of price policy also determines the success of product marketing. Price policy can be done at any level of the institution. The price here does not mean a low price or a high price, but the intended price is the right price. (Alma, 2011). During

the pandemic, businesses must create prices according to the purchasing power of consumers to survive and meet or attract consumers who have decreased purchasing power.

#### e. CRM Strategy

In this pandemic era, product quality improvement and service quality improvement are not enough, and there needs to be a strategy that the relationship with consumers in the long term continues to be established with the trust and loyalty that has been created. (Hardilawati, 2020). *Customer Relationship Marketing* is a marketing strategy that seeks to establish relationships with consumers in the long term by maintaining relationships and, of course, mutually beneficial to create customer loyalty. Many studies prove that the better the relationship with the stakeholders, the better the marketing performance.

A good form of relationship with customers, SMEs have concern for customers who have difficulties by showing their form of concern. Businesses can also promote or introduce their products. The use of CRM schemes can be by showing empathy by providing promos or free products and setting aside their income to help those in need. Hopefully, this activity can build a marketing relationship by not thinking about oneself.

In addition to some of the strategies described above, businesses can also take advantage of influencer services where people have a large following, which is very useful due to emotional closeness. Even in critical situations, businesses are not expected to stop advertising but by changing the strategy from hard selling to soft selling, namely using a story-selling concept that touches consumers' emotional side—for example, raising news or issues that can positively influence. In this pandemic, selling with empathy will be more interesting than selling hard selling. In order to survive, a brand must be able to provide the solutions needed during the pandemic. This strategy is a strategy of how a brand can be useful and can create social benefits, not just businesses. The Company can also be responsible for ensuring its customers' health

by checking them before using or entering the Company.

## 2. Business Focus During Pandemic

During this pandemic, businesses should think intelligently and creatively. Businesses must continue to innovate to survive. Some businesses, to meet their needs, switch to open a new business and, of course, relevant to the conditions experienced. Many traders switched to focus on opening or selling products needed during this pandemic, such as masks, hand sanitizers, and vitamins to maintain immunity. Some turn to the business of necessities products which are daily needs. Switching businesses seems to be an option for some businesses to fulfill their needs and survive by shifting focus and building relevant products to be produced in the pandemic outbreaks. Also, the Company must be able to secure liquidity and maintain solvency. It means that the Company must analyze the cost-sharing that does not generate revenue to secure the main business functions. Update new business plan and fund predictions for the next few months. Companies should be able to adapt to the new normal while maintaining the health and safety of their families and employees, quickly discover new opportunities, problem-solving that needs massif solution, production (reseller) and which is the product that the community needs, optimize digitalization especially the tools that are in hand.

Staying alive through the ecosystem by building mental and communicating to build networks, giving the best for the economic community, and it is time to re-establish to find new opportunities. The pandemic situation is the ideal time to deal with projects that have been delayed, to use the time to improve the process of quality and self-efficiency, to train as a leader in the favorite sector. By reading the book, we have wanted to do it, and it is an opportunity to improve ourselves and Be the Calm in the Storm.

## 3. Business Management Adaptation System During Pandemic

Post-pandemic, management needs to rethink how to revitalize its business strategy by including crisis scenarios and continuity business plans while seeing increased revenues—maintaining online customers is not an easy task because providing services that are not smooth will permanently harm the Company. Because of this pandemic, organizations face many challenges and uncertainties. Business organizations must be able to develop scenarios for future strategic actions. Scenario creation gives managers awareness of their strategy choices that fit the capabilities and objectives of the business organization's mission and vision. However, the scenario is also considered a tool to trigger and speed up organizational learning. (Papadopoulos et al., 2020). During pandemics, organization leaders are asked to make complex decisions and adopt a proactive and integrated approach. Here are the strategies that can adapt by the several stages pandemic conditions that can be used by the management in adapting during pandemic outbreaks according to Faulnaker in (Hao, 2020) including:

a. Leadership and Communication Strategies

The management team remains responsible for carrying out its leadership functions and building innovative communication using technology. The management team facilitates everything related to problem management. The management team must quickly make decisions so that employees get certainty and do not lose control.

b. Human Resources Strategy

High-performance employees are a valuable asset to the Company. This employee contributes to the recovery of the Company's performance so that it still needs to be maintained, empowered, and ensured their safety, health, well-being, and psychological. This condition is an opportunity and an opportunity for the management team to provide training to improve self-competence that can later be used as a provision for the recovery of the Company's performance. Retraining staff

performs many tasks to improve work flexibility and optimize human resource allocation while encouraging employees to take annual leave and reduce working hours.

c. Service Provision Strategies

Restoring customer trust is essential in times of pandemic or crisis. Provide attractive programs for customers who have loyalty and convince customers of the business premises' safety and comfort. The Company can explain protection to customers to restore customer trust by Handing out masks and cleaning all facilities, and being openly supervised by customers through online procedures. Companies can also provide contactless services by using technology to reassure customers about service security.

d. CSR Strategy

During a crisis or pandemic, companies can show solidarity and perform social responsibility. Companies can help contribute and empathize with pandemic conditions by providing infrastructure and services following the Company's capabilities.

e. Disaster Management SOP

The Company should establish and implement a responsive and efficient SOP to improve disaster management's effectiveness and handle disasters and emergencies such as the current pandemic. Companies with experience and understanding in specific categories understand the plan better and are ready to face similar situations in the future. Companies should organize and maintain a team of expert consultants to respond to pandemics, establish expert consultation mechanisms, and compile updated pandemic response guidelines. Companies with experience and understanding in specific categories understand the plan better and are ready to face similar situations in the future. Companies should organize and maintain a team of expert consultants to respond to pandemics, establish expert consultation mechanisms,



and compile updated pandemic response guidelines.

f. Reevaluate the business model and set a new agenda to improve competitiveness

#### 1. Multi Business and Multi Chanel Platforms

The pandemic encourages companies to be more proactive in restructuring and developing more diverse business scopes and innovative distribution channels.

Some of the multi-business and multi-channel changes will take place during the post-pandemic era. Therefore the Company must update the service by deconstructing and reconstructing existing products, marketing strategies, distribution channels, shipping methods, and consumption points. (Gallen, 2020). Companies need to embrace reforms that facilitate multi-business and multi-channel platforms, such as leveraging public activities for online shopping demonstrations. By utilizing online sales or e-commerce is expected to increase sales or revenue.

#### 2. Product Design and Investment Preferred

Product design is fundamental to compete in very high competition—the importance of identifying customers who need products and developing products that match what customers want. In the future, companies need to prioritize return on investment and control of cash flow so that companies need to increase property value and operating value in anticipation of undesirable things, especially in times of economic crisis.

#### 3. Digital transformation

During the pandemic, the need for service media is increasing both in terms of demand and offer. Changing consumer demand is a fundamental driver of digital transformation with digital technology platforms that can improve and maintain competitiveness in post-pandemic. Digital media improves service efficiency, stabilize service quality, increase customer satisfaction and loyalty, and maintain and improve the

Company's performance in a competitive business environment. Technology can provide remote services and minimize interpersonal or direct contact with consumers to increase customer confidence in their safety and comfort. The Company needs integrated management with a plan to digitize marketing services and expand its connections.

#### 4. Market Reshuffle

Many companies have suffered setbacks, including irregular management, unstable service quality, weak customer loyalty. However, during the pandemic, companies are more creative to be able to survive and be competitive. The pandemic prompted an overhaul of small and medium-sized businesses to improve their quality further. The Company must continue to take advantage of opportunities to increase market share and actively cooperate with larger companies to achieve transformation and up-gradation. The Company must develop management frameworks, principles, and strategies to deal with sites or conditions in pandemics or crises.

### CONCLUSION

Based on the contingency theory approach to the development of modern management theory, the environment has a significant impact on an organization, and a manager must be flexible in action and adapt to changes in his organization's environment. Businesses that can survive the uncertain economic conditions due to this pandemic outbreak can adapt to environmental changes and think intelligently, creatively, and innovatively. Do not make bad times as an excuse to do destructive marketing activities as well. Many consumers are still willing to listen to and even do business. However, they only buy from companies that can solve problems instead of adding to the problem. Several strategies to answer the problems that exist, among others, by utilizing digital technology, improving the quality of products, CRM services, and management must adapt to

pandemic conditions to direct and maintain their business conditions.

### LIMITATION

Data collection method using interview using google form so it is very likely that the data is subjective, it would be better when added direct interview method. Studi difokuskan pada informan yang diambil dari satu Kabupaten di Banyumas dengan jumlah informan yang relatif kecil sehingga kurang generalisasi.

### REFERENCES

- Alma, B., 2011. *Kewirausahaan*. Alfabeta, Bandung.
- Barksdale, H.C., Darden, B., 1971. Marketers' Attitudes toward the Marketing Concept. *Journal of Marketing* 35, 29–36.
- Boulding, W., Moore, M.C., Staelin, R., Corfman, K.P., Dickson, P.R., Fitzsimons, G., Gupta, S., Lehmann, D.R., Mitchell, D.J., Urbany, J.E., Weitz, B.A., 1994. Understanding managers' strategic decision-making process. *Market Lett* 5, 413–426. <https://doi.org/10.1007/BF00999214>
- Bruque, S., Moyano, J., 2007. Organisational determinants of information technology adoption and implementation in SMEs: The case of family and cooperative firms. *Technovation* 27, 241–253. <https://doi.org/10.1016/j.technovation.2006.12.003>
- Davidsson, P., 2015. Entrepreneurial opportunities and the entrepreneurship nexus: A re-conceptualization. *Journal of Business Venturing* 30, 674–695. <https://doi.org/10.1016/j.jbusvent.2015.01.002>
- Davis, S., Inman, J.J., McAlister, L., 1992. Promotion Has a Negative Effect on Brand Evaluations—Or Does It? Additional Disconfirming Evidence. *JOURNAL OF MARKETING RESEARCH* 6.
- Farley, J.U., Katz, J., Lehmann, D.R., 1978. Impact of Different Comparison Sets on Evaluation of a New Subcompact Car Brand. *Journal of Consumer Research* 5, 138–142.
- Gallen, S., 2020. The response of tourism businesses vis-à-vis the economic ramifications of SARS-CoV-2.
- Garvin.D.A, 1998. *Managing Quality: The Strategic and Competitive Edge*. The Free Press.
- Gibb, F., Buchanan, S., 2006. A framework for business continuity management. *International Journal of Information Management* 26, 128–141. <https://doi.org/10.1016/j.ijinfomgt.2005.11.008>
- Guadagni, P.M., Little, J.D.C., 1983. A Logit Model of Brand Choice Calibrated on Scanner Data. *Marketing Science* 2, 203–238. <https://doi.org/10.1287/mksc.2.3.203>
- Hao, F., 2020. COVID-19 and China's Hotel Industry\_ Impacts, a Disaster Management Framework, and Post-Pandemic Agenda. *International Journal of Hospitality Management* 11.
- Hardilawati, W. laura, 2020. Strategi Bertahan UMKM di Tengah Pandemi Covid-19. *JAE* 10, 89–98. <https://doi.org/10.37859/jae.v10i1.1934>
- Hise, R.T., 1965. Have Manufacturing Firms Adopted the Marketing Concept? *Journal of Marketing* 29, 9. <https://doi.org/10.2307/1248539>
- Johnson, R.M., 1971. Market Segmentation: A Strategic Management Tool. *Journal of Marketing Research* 8, 13. <https://doi.org/10.2307/314972>.
- Kotler, P., 1967. *Marketing Management: Analysis, Planning, and Control*. Prentice-Hall, Upper Saddle River.
- Kotler, P., Amstrong, G., 2012. *Principles of Marketing (15th ed.)*. Pearson Education Limited.

- Kotler, P., Susanto, A.B., Hermawan, A.A., 2000. Manajemen pemasaran di Indonesia: analisis, perencanaan, implementasi, dan pengendalian Buku 1. Buku 1. Salemba Empat [etc., Jakarta.
- Mcnamara, C.P., n.d. The Present Status of the Marketing Concept 8.
- Mela, C.F., Gupta, S., Lehmann, D.R., 1997. The Long-Term Impact of Promotion and Advertising on Consumer Brand Choice. *Journal of Marketing Research* 34, 248. <https://doi.org/10.2307/3151862>
- OECD, 2020. Coronavirus (COVID-19). SME policy responses.
- Pakpahan, A.K., 2020. COVID-19 dan Implikasi Bagi Usaha Mikro, Kecil, dan Menengah 6.
- Papadopoulos, T., Baltas, K.N., Balta, M.E., 2020. The use of digital technologies by small and medium enterprises during COVID-19: Implications for theory and practice. *International Journal of Information Management* 55, 102192. <https://doi.org/10.1016/j.ijinfomgt.2020.102192>
- Purwana, D., Rahmi, R., Aditya, S., 2017. Pemanfaatan Digital Marketing Bagi Usaha Mikro, Kecil, Dan Menengah (UMKM) Di Kelurahan Malaka Sari, Duren Sawit. *jpmm* 1, 1–17. <https://doi.org/10.21009/JPMM.001.1.01>
- Schmalensee, R., 1982. Product Differentiation Advantages of Pioneering Brands. *The American Economic Review* 72, 349–365.
- Silalahi, M., Sulasih, S., 2020. Dasar-Dasar Manajemen dan Bisnis. Yayasan Kita Menulis.
- Sozuer, S., Carpenter, G.S., Kopalle, P.K., McAlister, L.M., Lehmann, D.R., 2020. The past, present, and future of marketing strategy. *Mark Lett* 31, 163–174. <https://doi.org/10.1007/s11002-020-09529-5>
- Suliyanto, 2010. Studi Kelayakan Bisnis Pendekatan Praktis. Andi Offset, Yogyakarta.
- Supriyatna, D., Sylvana, A., 2012. Manajemen. Universitas Terbuka, Tangerang Selatan.