

Marketing Strategy

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Marketing Strategy of Event Organizer During the Covid-19 Pandemic

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ABSTRACT

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This study aims to develop the marketing strategy and the implementation plan for the strategy of the event organizer. 43 The formulation of the strategy is preceded by internal and external analysis formulated with the Internal Factor Analysis Summaries (IFAS), External Factor Analysis 5 Summaries (EFAS), Strength, Weakness Opportunity and Threat (SWOT), and Leadership & Institutional commitment, Relevance, Atmosphere, Internal Management & Organization, Sustainability, Efficiency & Productivity (LRAISE) as well as tools of analysis which underlie the formulation of marketing strategy plan during the 44 Covid-19 Pandemic. The method used is descriptive qualitative and case studies that occur during the Covid-19 Pandemic. The results of the evaluation using the IFAS, EFAS and SWOT methods show that is in a strength position, while based on LRAISE, position is in a little bit strength on first quadrant. The study could be to implement in digital marketing by means of social media marketing, caring for old friends with implement the customer relationship management, making organizational structures and duties. Empowering the principals and functions of each position doing creative ideas to develop the business models, developing staff to be able to function as public relations or marketing personnel, implementing certain types of event organizers in certain fields. For example on industry automotive segment by building long-term cooperation with certain automotive companies.

Keyword: Marketing Strategy, IFAS and EFAS, LRAISE, Pandemic Covid 19

1 Introduction

In this era of globalization, the world is being hit by a disaster, namely the Covid-19 Pandemic, including Indonesia. In the world, Indonesia ranks as the fourteenth morbidity, while in Asia, Indonesia is fourth. Based on these conditions, the government has carried out policies to anticipate the prevention of Covid-19 transmission, namely social distancing. The policy had an impact on event organizer companies so they were forced to temporarily close their activities until normal conditions. According to Setiawan (2019) event organizer is a business in the field of services officially appointed by the client to organize a series of events, starting from the process of conceptualizing, planning, preparation, execution to the completion of the entire series of events, in order to help clients, realize the expected goals through the event (Hisanti 2019). Based on data from an event organizer, during the pandemic there was a decrease in activities by 100% (one hundred percent), a decrease in the number of workers by 70-80% (seventy to eighty percent), and a decrease in income by 100% (one hundred percent). The key 46 a company's success depends on marketing strategies, which are efficient and effective, especially in the era of the Covid-19 Pandemic. Stainer and Milner (2020) argue that marketing strategy is the determination of the company's mission, setting organization 23 goals by increasing external and internal forces, formulating policies and implementing appropriately so that the main goals and objectives of the organization will be achieved, the importance of marketing strategy is a strategy that examines a phenomenon that is happening. (Humaira 2020). Based on the 3 background thinking as described above, this research was conducted to discuss "Event Organizer Marketing Strategy of event organizer during the Covid-19 Pandemic".

This research is expected to provide advice or managerial implications to companies and researchers.

1. Company: provide input on effective marketing strategies to maintain the continuity of the company during the Covid-19 Pandemic.
2. Researchers: increase knowledge about effective marketing strategies during the Covid-19 Pandemic.

2 Literature Review

Steiner and Milner (2020) stated that the marketing strategy is the establishment of the company's mission, the setting of organizational goals by increasing external and internal forces, the formulation of policies and implementation appropriately so that the main goals and objectives of the organization will be achieved (Humaira 2020). The four phases of marketing strategy according to Fandy Tjiptono (2008) are: budgeting and overall strategy (1950s decade), long-term planning (1960s decade), formula planning (1970s decade), strategic thinking (since the 1980s until now). Sofjan Assauri (2017) stated that the types of marketing strategies are divided into 3 (three) namely marketing strategies that do not discriminate against the market (undifferentiated marketing), marketing strategies that discriminate the market (differentiated marketing) and concentrated marketing strategies (concentrated marketing). Marketing strategies during the Covid-19 pandemic are carried out by maximizing 4 opportunities, namely caring for old customers by providing positive feedback, evaluating the target market and product position according to customer wishes, looking for new opportunities that have never been done by competitors, and innovating by improving the quality and quality of products/services that are needed by customers. According to Yulianti et al (2019) companies can implement various marketing strategies to attract consumers, including through primary needs strategies, selective needs strategies and attracting customers (acquisition strategist). According to Simamora (2014) the outline of the strategy marketing plan includes a summary for executives (executive summary), situation analysis, conclusions of SWOT analysis, assumptions for future periods, marketing goals and responsibilities regarding marketing strategy. The nature of the marketing strategy function is very important for the company because it is able to increase the economic value of the company. The objectives of the marketing strategy are to improve the quality of coordination to the marketing team, measure marketing results according to applicable achievement standards, provide a reasonable basis in every decision making and improve the ability to adapt in the event of changes in marketing. According to Craven & Piercy (2004) stated that there are 4 (four) steps of the marketing strategy process, namely marketing situation analysis (MSA), designing marketing strategy (DMS), marketing program development (MPD) and implementing and managing marketing strategy (IMMS). MSA is an analysis of the internal and external situation of the enterprise that is carried out continuously and oriented to the long term. Once done MSA will get things about market segmentation. According to Fandy Tjiptono and Anastasia Diana (2015) in principle market segmentation can be interpreted as the process of grouping a heterogeneous overall market into groups or segments that have similarities in terms of needs, desires, behaviours and / or responses to specific marketing programs. The target market is an adjustment to the wishes of consumers that is applied by regulating the best conditions of the company. The target market is often concerned with the process of identifying characteristics that are segmented towards the internal consumers and the preferences of the domestic market and the world market. The determination of this market depends on the ongoing cycle of mutualism towards the environment. According to Kotler (2000) the target market is a homogeneous group that buys products in order to attract them (apparel) in the market. Efforts to survive during the Covid-19 Pandemic are very difficult, therefore companies must implement various other strategies to survive. In today's digitalization era, social media is an important point in marketing a product and / or service, where other companies will see a presentation of the work that has been made. However, not all companies can maximize social media. The following is how to determine the target market according to the platform, namely choose the right social media, each social media has a different target market, create a special strategy, post time

determines the engagement rate and create the right type of content. Positioning is very important as a determinant of success in competition between products/services. The success of the right positioning will spur an increase in the sales figures of products/services in the competition. According to al Ries and Jack Trout (1969), positioning is a statement of the identity of a product, service, company, institution, person and even a country that can generate excellence in the minds of people who want to be consumers. DMS is a series of marketing tactics designed by companies to generate market responses. According to Jerome McCarthy ⁱⁿ Samsul Arifin (2019) there are 4P's, namely products, prices, promotions and business places. In the service industry, the 4P's principle has weaknesses in its implementation, therefore this principle was refined by Palmer (1998) into 7P, namely: service products (product), service rates / prices (price), service promotion (promotion), service services (place), service people / actors (service person), service process and physical evidence. MPD is a company's strategy to introduce a new product to the market. The preparation of MPD focuses towards the market towards the desired needs. The development of marketing programs includes product development activities, the creation and development of brand equity, pricing, development of distribution and logistics channels, relationships with customers, marketing communications and marketing development. IMMS is the process of implementing a marketing strategy according to the need ⁴⁸ of the company. According to Craven & Piercy (2016), IMMS is divided into 2 (two) namely designing effective market-driven organizations, strategy implementation and control. Event organizer is a service engaged in wedding ceremonies, birthdays and launching a product so that the event that is run displays a festive atmosphere, it takes creativity and knowledge in designing an event. According to Keizer (2011) based on its development, there are several types of events, namely one stop service agencies, mice or meetings, incentives, conventions and exhibitions, music or entertainment/music promoters, wedding planners or wedding organizers and personal organizers. Event organizers must have distinctive characteristics to attract customers. According to Any Noor (2013) the characteristics of an event organizer include uniqueness, perishability, intangibility, atmosphere and service, personal interaction. The position of event organizer is included in the 5P position according to Suseno (2005), namely funders, event activity organizers, event performers who are the key to the attraction of the event (artists), the presence of spectators and observers who evaluate event activities. Legally, an incorporat^g event organizer is mandatory because it is a form of company legality. The legality of the company is the most important element, because legality is an identity that legalizes or certifies a business entity so that it is recognized by the public.

3 Research Methods ⁵¹

This research uses a qualitative descriptive method ³ that describes a state of event organizer marketing strategy during the Covid-19 Pandemic. Qualitatively, this picture is aimed at through the process of analysing marketing strategies in companies which begins with the analysis of the market situation, the design of marketing strategies, the development of marketing programs and the implementation of strategic marketing management. IFAS, EFAS, SWOT and LRAISE analysis tool used in this research. The paradigm used in case studies is constructivism, all steps of the process are described theoretically qualitatively by adding data or facts qualitatively or quantitatively which are then analysed so that the results can be interpreted as a result of research in the form of information that can be used for strategic decision making for the company.

4 Research Results ³⁶

The calculation of IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) uses tables with assessment indicators if the number of components is 8 to 10 values 4.5 to 7 values 3, 2 to 4 values ³⁷ and if only 1 value 1. This calculation is used in the division of the components of IFAS and EFAS, IFAS (Strengths and Weaknesses) and EFAS (Opportunities and Threats). The results obtained from IFAS in the form of strength of 3.64 means the strength of products / services:

specialization of event organizers in the automotive sector, with the covid-19 pandemic, selling in fashion through online, maintaining quality and performance, every time you do work is always controlled according to the concept and planning so as to gain the trust of customers, develop a west java branch business, have held event organizer activities on private TV, booth contractors and concepts according to client needs, the strength of marketing costs, the existence of a marketing cost budgeting system at each event. The power of promotion; displaying creative work at each event, inviting prospective clients to the event venue that is being carried out by the company as a form of testimonials on the concept of implementing the event that will be selected or formed by the client, making an interesting flyer with a fairly large number at strategic places to the venue of the event, sampling and testimonials to the public who attend the event organized by the event organizer and these results will be recapitulated and delivered to the client and carried out promotions carried out by the client through television in running text, banners and put in newspapers (half-pages). Agent/distributor power; has had a branch in Bandung from 2012 to 2019 (7 years) to manage automotive event activities in the West Java region because of the element of approach so as to gain trust at the appropriate price, have an agent who provides presenters, artists and sales promotion girls. The strength of physical evidence; there is capital support from the commissioner, there are profit benefits, having owned his own office after 5 years of operation, the company's operational facilities are very complete ranging from laptops, computers, hard drives, cameras, and other supporting tools., having warehouses, workshops, office rooms, his own financial management and having a creative team and at large event activities already have sponsorship. The power of the ministry process; the brief received, the brief is the client's wish then translated into a creative concept, presented in the form of pictures, the results and costs of it the relationships in the field are almost always the same as the concept, the trust of the client, must make the client feel satisfied and do the best starting from construction, planning and competitive prices. strength of human resources directors who are experienced in the field of event organizers for 15 years, have a core team of work experienced specialists and professionals, have 40% permanent employees and 60% outsourcings. A weakness of 3.78 means a weakness of the product/service; types of activities that are less variative, lack of experience because they are still relatively new to the field of online sales (during the Covid pandemic), so that profits are not large, the results of the activities of each event become the property of the company / client so that the company cannot claim that it is the success of the event organizer service event organizer (intellectual property rights) Weakness of Marketing costs; Lack of directing and monitoring in financing marketing there are additional / unexpected costs such as security at the event location. Disadvantages of promotion; the use of social media and websites is less than optimal, public relations rely more on directors. Disadvantages of promotion; the use of social media and websites is less than optimal, public relations rely more on directors. weakness of the agent/distributor; facilities and infrastructure are inadequate and human resources are not creative so that finally the branch profit is minus so that it affects the parent company, due to the Covid-19 pandemic so that the company cannot issue permits for event activities, the company's cashflow is very heavy and overheating costs must come out, since the covid-19 pandemic companies that provide presenters, artists and sales promotion girls cannot offer their services. Physical weakness Evidence; the use of office facilities is still not optimal, the organizational structure and tasks, principals and functions are not well socialized, the lack of getting maximum sponsorship, the company's operating support tools are abandoned because they have not been used for a long time, the company's capital that has begun to be eroded by operational costs that continued for 2.5 years during the Covid-19 pandemic. Weaknesses of the Ministry process; men power (labour) there is outsourcings approaching outsourcings event activities are usually enthusiastic, the work motivation is not the same as that of permanent employees and the brief given does not understand the whole so that at the stage of job execution sometimes it is still confused, lack of rest, the brief received by the worker is still not perfect and the lack of preparation time, the results obtained when the weather conditions are not good, the result is not according to the already planned, old payments for some specific clients. weakness of human resources; too good with employees so that sometimes to decide on a difficult thing takes a

long time, the educational background of the reserve team is middle and high school so that in the work must be directed and monitored, lack of ideas from the reserve team, lack of feeling of belonging, having less discipline, composition of employees more outsourcings, outsourcings recruited one week before the event and there are outsourcings employees who are not focused in doing work, it does not have many permanent employees. The results obtained from EFAS in the form of opportunities of 1.96 means product/service opportunities; has the trust of the largest automotive companies for exhibition activities, the number of event organizer companies that closed during the covid-19 pandemic, in fashion sales carried out event organizer sold during the covid-19 pandemic, focusing booth sales from small to large scale. Opportunity marketing costs: the willingness of the client to bear the cost of marketing. promotional opportunities: implementing the use of social media and websites seriously, there are companies that are willing as sponsorships. Agent/distributor opportunities; offering presenters, artists and sales promotion girls at relatively cheaper prices, agreements after the covid-19 pandemic, can continue the activities of west java branch events for well-known automotive companies. Opportunities for physical evidence; still gained the trust of the company's financing from the state bank. Service process opportunities: currently, the condition of the covid pandemic in Indonesia has improved, there is already a government policy to hold events with strict covid protocols. Human resource opportunities: The many outsourcings team offers that have similarities with the core team in the field of event organizers, the existence of human resources with experience as coordinators for the implementation of event organizers from event organizer companies that are no longer operating. The results of the EFAS analysis in the form of Threats of 2.16 means product/service threats; The existence of an event organizer company that already has a big name, the Covid-19 Pandemic strict protocol policy is still enforced in the implementation of the E.O. The deadline for the Covid-19 Pandemic is not clear so that it requires large company operational costs to stay standing, the amount of competition in fashion with old and experienced sellers, The needs of the world of event organizers are declining so that products are more launched through online media. Threat of marketing costs; There is an event organizer company that already has a main sponsorship for exhibition or event activities, supporting costs swell, for example security costs due to social distancing policies. Threat of promotion; Currently, it is a bit difficult to find the main sponsorship, there are companies that have doubtful commitments, so the fear of the concept and agreement of event organizers being cancelled halfway by the client, the era of digitalization that is developing so that it has an impact on onsite events. Threats to agents/distributors; There is competition from other parties who provide presenters, artists and sales personal girls at competitive prices and are in accordance with government recommendations during the Covid-19 Pandemic. The threat of physical evidence; Bank loan policy that must still pay the loan administration fee. Threats to the Ministry process; When the implementation of the event there is strict monitoring from security elements and local government related to the Covid-19 pandemic policy, additional budgeting is needed to cover the smooth implementation of the event. Threats to human resources; experienced event organizer human resources set a high price. The results of IFAS and EFAS are calculated in detail by dividing between strengths and weaknesses and opportunities with threats to test the company's internal strengths and external strengths in determining marketing strategies, especially during the Covid-19 Pandemic. IFAS analysis in the form of a comparison between strength compared to opportunity (3.64: 3.78: coordinate in graphic) obtained a value of 0.96. The results of the EFAS analysis between opportunity and threat (1.96: 2.16, coordinate in graphic) obtained a value of 0.91. The results of this comparison can be concluded that the internal score value obtained is 0.96 in the retreat /threatened position and the external score value obtained is 0.91 in the retrenchment / threatened position. The conditions described are very unhealthy, for that the company must be able to make changes in terms of internal and external, the strength is still smaller than the weakness in this case the company must make improvements in its internal environment. Event organizers rely heavily on automotive events, creating types of events in other fields, maximizing social media, conducting trainees on human resources, and making Cooperation agreement contracts for clients to display their work. The opportunity is greater than the threat that the company should maximize the

opportunity to be used as a competitiveness against competitors. The results of the IFAS and EFAS analysis are linked to a SWOT analysis, of which each component is classified into the relationship and position between the strengths of the opportunities (S-O) and the relationship of the position between weaknesses and threats (W-T). The relationship and position between strength and opportunity shows that the event organizer has expertise in the automotive field of event making. Event organizers during the Covid-19 Pandemic held a breakthrough by selling In fashion products in accordance with the company's SIUP (trading business license), always maintaining quality and performance so that clients feel happy, marketing costs are always borne by clients, maximizing the use of social media to provide information if holding events and stripping the results of the company, having entertainment agents to enliven the event, there is capital support from the commissioner, has an experienced and professional team, has complete facilities and infrastructure, gains the trust of state banks. In the relationship and position between weaknesses-threats (W-T) in this event organizer there is strong funding with the support of state banks that support operational costs, already have the trust of the largest automotive companies for exhibition activities, many event organizer companies have closed after the covid-19 pandemic, the concept is in accordance with client needs, invite prospective clients to the venue of the event that is being carried out by the company as a form of testimony to the implementation concept that will be chosen or formed by the client, director who is experienced in the field of event organizers for 15 years, the deadline for the covid-19 pandemic is not clear so that it takes a large company operational cost to stay standing, when ⁴⁹ implementation of the event there is strict monitoring of the security and local government elements related to the covid-19 pandemic policy, from ^{the} brief received, ^{the} brief is the client's wish then translated into a creative concept, presented in the form of images, the results and costs of which the relationship in the field is almost always the same as the concept, having had its own office after 5 years of operation. The relationship and position between the weaknesses and opportunities (W-O) of the event organizer has less discipline, a less contemporary information system, less than optimal use of social media, lack of maximum sponsorship, public relations relies more on the director, organizational structure and tasks, principals and functions that are less well socialized, lack of variety of events that are run, the composition of employees is more outsourcings than permanent employees, there are additional costs when organizing events, for example security costs, inadequate facilities and infrastructure and less creative human resources so that eventually the branch profit is minus so that it improves the parent company. The relationship and position between strength and threat (S-T) of an event organizer company that already has a big name, the covid-19 pandemic, government policies, namely social distancing that does not allow event organizer activities, st¹⁸ enforced strict protocol policies for the covid-19 pandemic in the implementation of event organizer, ^{the} educational background of the reserve team is junior and senior high school so that in their work must be directed and monitored, lack of feeling of belonging to the company (sense of belonging), the results obtained when the weather conditions are not good, the results are not in accordance with what has been planned, the use of office facilities is still not optimal, there is competition from other parties who provide presenters, artists and sales promotion girls at competitive prices and are in accordance with government recommendations during the Covid-19 pandemic (new normal), the abundance of competition in the in fashion with old and experience ⁵ sellers. The results of the SWOT analysis are associated with the LRAISE analysis (Leadership & Institutional commitment, Relevance, Academic Atmosphere, Internal Management & Organization, Sustainability, Efficiency & Productivity) resulting from the strength of getting a score of 0.48 and weakness of 0.43 this number shows the strength of the event organizer is greater than with the weakness of this is evidenced by the fact that every event always creates a concept that the client needs by calling the client's office to conduct a briefing, according to the concept desired by the client, the event organizer always follows the direction of the client so that the work produced is in accordance with the wishes of the client. , gaining the trust of clients, the event organizer is given the trust to handle the largest automotive company in Indonesia for exhibition activities from small to large scale and a director who has 15 years of experience in the automotive field at automotive. The score obtained from the

opportunity is 0.50 and the threat is 0.61. Based on the results of the scoring, the opportunity for event organizers is smaller than the threat, however, companies can innovate by utilizing funds provided by state banks. innovations that can be made by event organizers by implementing types of event organizers that are in demand by the public such as wedding organizers and/or personal event organizers and holding events with strict covid protocols. The strict covid protocol is recommended by the government for creative industry companies in organizing outdoor and indoor events. Based on the LRAISE chart above, the positioning of the results is in the upper right quadrant in the position of strengths and weaknesses at 0.45 and opportunities at 0.6, meaning that the company has positive strengths and opportunities. The strength possessed is indeed smaller than the opportunities that exist, therefore the recommended strategy is to carry out a strategy of diversification, market penetration and market development in order to increase the growth, sales, and profits of the company.

5 Conclusions and recommendations

The results of the IFAS and EFAS analysis, the results of this comparison can be concluded that the internal score obtained is 0.96 in the retrenchment/threatened position and the external score obtained is 0.91 in the retrenchment/threatened position. The conditions described are very unhealthy, for that the company must be able to make changes from an internal perspective. The results of the SWOT analysis, each component is classified into the relationship and position between strengths-opportunities (S-O) and position relationships between weaknesses and threats (W-T). The relationship and position between strengths and opportunities shows that the event organizer has expertise in the automotive sector. In the relationship and position between the weaknesses and threats (W-T) in this event organizer, there is strong funding with the support of a state bank that supports operational costs, has had the trust of the best automotive companies for exhibition activities, many events organizer companies have closed after the covid-19 pandemic. 19. The relationship and position between the weaknesses and opportunities (W-O) of the event organizer has less discipline, less up-to-date information systems, less than optimal use of social media, and lack of maximum sponsorship. The relationship and position between the forces and threats (S-T) of event organizer companies that already have big names, the existence of the covid-19 pandemic, government policies, namely social distancing which does not allow event organizer activities, strict protocol policies for the covid-19 pandemic are still being implemented in the event organizers. The results of the LRAISE analysis (Leadership & Institutional commitment, Relevance, Academic Atmosphere, Internal Management & Organization, Sustainability, Efficiency & Productivity) are obtained from the strength of obtaining a score of 0.48 and weakness of 0.43. This number shows the strength of the event organizer is greater than the weakness. 22 suggestions for companies include implementing digital marketing by means of social media marketing, utilizing various social media such as YouTube, TikTok, Instagram, twitter, Facebook and other media according to target consumers as an effort to introduce event organizer activities run by event organizers, caring for old friends (customer relationship management) such as companies making emotional connections with previous clients, making organizational structures and topoxy (tasks, principals and functions) of each position even though it is a medium-sized company so that they can work according to their duties and can evaluate the performance of each position, developing other staff to be able to function as public relations/marketing personnel through marketing training activities, implementing types of event organizers in other fields and making written Cooperation agreements so that customers can allow companies to publish their work. Suggestions for further researchers are to add insight to writers and readers regarding the marketing strategy of event organizer companies during the covid-19 pandemic and to further develop this research by looking for needs during the covid-19 pandemic.

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