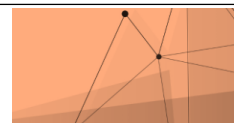




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A MARKETING MANAGEMENT MENTORING: STRENGTHENED MANAGEMENT FOR SURVIVAL MICRO, SMALL AND MEDIUM BUSINESS DURING PANDEMIC COVID 19

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Abstract

The Covid-19 pandemic has had a serious impact on the economy. Economic activity has been hampered due to widespread health issues. As a result, many aspects of life are affected, especially in micro, small and medium enterprises (MSMEs). Sales fell significantly due to the declining purchasing power of the people. This is also experienced by the WanQi Factory micro, small and medium enterprises (MSMEs). This home industry (MSME) produces and markets bags and accessories. During the pandemic covid 19, WanQi Factory experienced a very significant decrease in sales. If this continues continuously, it is certain that WanQi Factory's home industry (MSMEs) will close its business or experience a wall. Managerial action is therefore required to address the issue. The method of implementation of this activity is to observe, identify problems and mentor problem solutions by monitoring and mentoring management. The solutions offered do digital marketing, branding and expansion of the sales area.

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1. Introduction

There is no denying that pandemic covid 19 has a tremendous impact on many aspects of life, one of which is the economy. A lot of effort collapsed. Termination of employment, reduction of employees, decrease in production unit and sales turnover until the closing of the business is common at this time. It takes more effort to survive. Micro, small and medium enterprises (MSMEs) also do not escape the covid 19 storm. The direct impact of this pandemic is a sharp decline in sales turnover and increased business competition due to the large number of similar businesses emerging as a result of layoffs.

Home industry (MSMEs) WanQi Factory is one of the businesses affected by the covid 19 pandemic. The business produces bags (school bags and women's bags) and accessories (wallets, pencil boxes and mobile phone containers). This business experienced a significant decrease in demand and sales turnover. It is thought that this is due to two things. First, the shift in the priority of people's needs for lifestyle. Society prioritizes meeting basic needs and health depravedness rather than hedonism of non-essentials. Second, the implementation of online learning in schools from kindergarten to college level causes no euphoria of the new school year which is synonymous with new school equipment, including school bags and accessories.

This situation certainly has an impact on the survival of wanqi factory home industry (MSMEs) business, so it takes effort and strategy to survive. The business in question is entrepreneurial orientation. While marketing strategies are used to survive. Entrepreneurial orientation is the orientation of the company's strategy in entrepreneurship to gain a competitive advantage with indicators: decision making, practice and methods. Meanwhile, the understanding of entrepreneurial orientation as an individual's tendency to innovate, proactive and willing to take risks to start or manage a business. It is expected that the integration of entrepreneurial orientation and marketing strategy will give rise to competitive advantages. Through competitive advantage will create increased market demand, customer satisfaction and desired profit. Competitive advantage is a form of strategy to help the company in maintaining its survival. In a competitive market, the ability of the company to produce performance, especially financial performance, depends heavily on the degree of competitive advantage.

Home industry (MSMEs) WanQi Factory which manufactures and markets bags and accessories made of zippers and was established in 2015. This business is owned by Reni Triasna's mother and is located in Prajurit Kulon Gang 2 no 40 Prajurit Kulon Subdistrict Prajurit Kulon Mojokerto City. WanQi Factory's home industry (MSMEs) has four (4) employees.

Before the covid 19 pandemic, this home industry (MSMEs) was able to produce 80 units of bags and 200 units of accessories with a maximum turnover of Rp 28,000,000/month in Mojokerto city sales area. In the early days of the covid 19 pandemic in Indonesia, WanQi Factory's home industry (MSMEs) sales dropped by 80%. There has also been no significant increase in sales. If this is allowed and continues, it will result in business closure or bankruptcy.

2. Partner Issues

Sluggish economic conditions resulted in a significant decrease in sales during the pandemic covid 19. The same is true for the WanQi Factory home industry (UMKM). During the 1 year of the COVID-19 pandemic, sales fell by 80%. Even in the first few months of the COVID-19 period, there was no demand at all. Similarly, experienced by home industry (MSMEs) WanQi Factory. During the 1-year covid 19 pandemic, sales fell by 80%. Even in the first few months of the covid 19 period there was no demand at all.



Picture 1 Production Spots of WanQi Factory

3. Identify The Problem

The problems faced by these partners cannot be allowed to continue. The need for managerial action to warn of sales and survival. Entrepreneurial orientation and competing strategies become tools to survive and drive sales. Some entrepreneurial orientation activities and strategies can be used as alternative solutions.



Picture 1. The condition of home industry (UMKM) WANQI FAQTORY

4. Implementation Method

The method of mentoring is carried out in several stages. The first stage is to observe WanQi factory home industry. Observations are made by visiting business locations, viewing products and production processes and conducting in-depth interviews with business owners. Interviews with business owners are required to explore internal data relating to excess or power of WanQi Factory home industry, the opportunities it may have and the difficulties it faces. The second stage is problem identification and data analysis based on findings in the field. WanQi Factory's internal home industry data analysis is exposed to external economic data today. The third stage is to provide solutions to the problems faced by WanQi factory home industry. The solutions provided are tailored to the problems faced by WanQi factory home industry.

5. Result And Discussion

From the observation and identification of WanQi factory home industry problems can be described as follows:



Picture 2. The result of home industry (UMKM) WanQi Factory

A very significant decrease in sales is inevitable, due to the global effects of pandemic covid 19. The first thing to do is to market products that accumulate into other regions in different ways. The current sales area is Mojokerto city, so to increase sales of WanQi faactory home industry must open a sales area outside Mojokerto city. The way used is non-conventional method that is through digital marketing. Digital marketing is a marketing activity or promotion of a brand or product using digital media or the internet. In this digital age information dissemination happens very quickly without regional restrictions.

The purpose of digital marketing is to attract consumers or prospective consumers quickly. Digital marketing that can be chosen include websites, search

engine marketing, online advertising, social media marketing, email marketing and video marketing. From observation, it can be known that digital marketing in accordance with the capabilities of WanQi factory home industry is currently a website and social media marketing. There are several steps that must be prepared to start running digital marketing, namely to prepare websites, social media accounts and brand or product identities. Then create interesting and shareable content. Then upload and evaluate each upload on social media owned. The last step is to join a public marketplace forum and try to create a good business profile to raise the brand image.

For business continuity and survival, there are several managerial actions that must be considered to be done by the home industry (MSMEs) WanQi Factory creates an entrepreneurial orientation towards WanQi Factory home industry (MSMEs). The main function of entrepreneurial orientation is how to smooth down risk and risk-taking optimally. While in the competitive advantage of the company is a profitable strategy of companies that collaborate to conduct a competition more effectively in the market. A company will experience a competitive advantage when actions taken in an industry create economic value and when there are several companies that compete automatically involved in the same action. Entrepreneurial orientation and organizational culture are closely related to the process of strategizing that will provide a basis in decision making and business implementation of the organization. Entrepreneurial orientation as a process, with an action-oriented management style that uses innovation and change as the focus of thought and behavior. Entrepreneurial orientation is a combination of creativity, innovation and courage in dealing with risks carried out by hard work to form and maintain new businesses. Creativity is a pattern of thinking something new, while innovation is a way of acting to do something new.

Entrepreneurial orientation refers to processes, practices, and decision-making that pushes towards new inputs and has three aspects of entrepreneurship, namely daring to take risks, acting proactively and always innovatively. Daring to take risks is an entrepreneurial attitude that involves his willingness to bind resources and dare to face challenges by exploiting or engaging in business strategies where the possible outcomes are fraught with uncertainty. Proactively reflects entrepreneurial willingness to dominate competitors through a combination of and aggressive and proactive movements, such as introducing new productions or services on top

of competition and activities to anticipate future demand to create change and shape the environment. Innovative refers to an entrepreneur's attitude to be creatively involved in the process of experimenting with new ideas that allow producing new production methods that produce new products or services, both for the present market and to new markets. Entrepreneurial orientation creates competitive advantages. Basically the competitive advantage develops from the value that the company is able to create for its buyers. Competitive advantage may take the form of lower prices than competitors' prices for appropriate benefits or the provision of unique benefits that more simply offset the premium price. Business strategy is a tool for achieving long-term goals. A company must strive to achieve competitive advantages in a sustainable manner, in the form of (1) continuously adapting to internal trend and capacity, efficacy and resources; and (2) effective planning, implementation and evaluation of strategies that play a major role. Entrepreneurial strategy which is defined as a number of decisions, actions, and reactions that first create, and then exploit a business by maximizing the benefits of novelty and minimizing costs. Entrepreneurial strategies include new business strategies as well as growth strategies. That business strategy is a series of integrated and coordinated commitments and actions designed to provide customers with a competitive edge by exploiting the core competencies of the single product market or individual and specific products. A business strategy is a set of integrated actions aimed at achieving long-term goals and the strength of the company to face competitors. A business strategy usually includes the following:

1. Vision, the achievement of a mission or can be interpreted as a view of the future of a business that becomes the general purpose of a company.
2. Mission, is a statement that gives direction on what a company does in achieving its vision.
3. Business Driver, is a critical factor driving several changes that can give focus to the business so that it can meet its goals.
4. Objectives, targets set and must be met by the company in achieving the company's vision.
5. Strategies, policies or actions directly selected by the company as a tool to achieve its objectives and fulfill its mission.
6. Critical Success Factors, are some of the key areas where something must go well so that business success can be achieved.

7. Business Area Plans, are planners from various existing business areas related to the company's business strategy.

Strategy is the determination of the company's main long-term objectives and objectives, and the determination of activities and allocation of resources necessary to achieve those goals. Strategy is a pattern of a goal, or the company's main target, and the company's policies and plans to achieve that goal, which are stated in such a way that the current condition of the company and the desired conditions in the future. Strategy is a response of an organization to the reality that exists in the organization of interested parties and the reality that exists in the business environment. Strategy in the context of strategic management application is a managerial activity and decision by the top management regarding the determination and achievement of the company's performance over a long period of time. There are several strategic directions that may be done at this time, namely growth strategy. Growth strategy is a step how to move the organization forward. Moving forward means that the business must increase its level of operations, which is to grow faster. This is done by looking at various company growth strategies and choosing one or more that are close to certain organizational characteristics and objectives. Growth goals for the company include increased turnover, profit or other performance. A company's business strategy is a strategy that focuses on long-term and broad questions about what business an organization will enter and what it wants in the business. New business strategy is the creation of opportunities from a new business, including resources as a source of competitive advantage and entrepreneurial resources. A growth strategy is a strategy that focuses on finding opportunities to grow where the company may already have a foundation for a sustainable competitive advantage. These growth strategies include:

1. Penetration strategy is a strategy that allows older consumers to be willing to buy more products from companies. This strategy focuses on the company's products on existing markets.
2. Market development strategy is strategy by selling existing products to new consumers.
3. Product development strategy is strategy by developing and selling new products to the company's customers.
4. Diversification strategy is the strategy is done by selling new products to new markets.

The strategy is later described in the matrix table as follows: Matrix 1 Growth Strategy Alternatives.

Product Market	Existing Product	New product
Existing markets	Penetration strategy	Product development strategy
New Market	Market development strategy	Diversification strategy

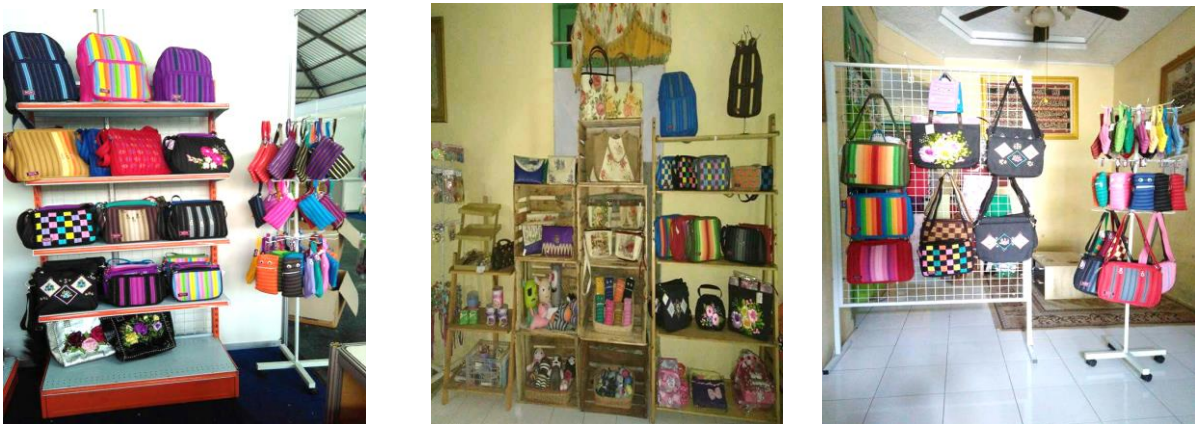
Competitive advantage is a form of strategy to help the company in maintaining its survival. In competitive markets, the company's ability to produce performance, especially financial performance, depends heavily on its degree of competitive advantage. To preserve its existence, the competitive advantage of the company must also be sustainable for the future. Sustainable competitive excellence is the company's strategy to achieve its end goal, which is high profit performance. Sources of Excellence that become critical success factors for WanQi Factory are as follows:

1. Superior skills enable organizations to select and implement strategies that distinguish organizations from competition. Skills include technical, managerial and operational skills.
2. Superior resources allow the formation of dimensions of excellence. Examples are strong distribution networks, production capabilities, marketing power, technology, natural resources.
3. Superior control includes capabilities that monitor and analyze business processes and results. For example superior cost control inhibits costs and the introduction of areas where assessment and management action are required.

Competitive advantages derived from business innovation activities conducted by business organizations. Business innovation is an activity carried out by business organizations to create or develop existing products in the market, in order to create new products that have more value. Such product innovations have more power to compete with other similar products.

Entrepreneurial orientation and competitive advantage can be realized if WanQi factory home industry (MSMEs) can recognize its critical success factor(s). One of the managerial

actions that may be done is to do product branding to create a product image in the minds of consumers, considering WanQi factory home industry will do digital marketing to market its products with the aim of increasing sales and expanding the market. Considering that managerial action is still common for WanQi factory home industry (MSMEs), mentoring is required for business objectives to be achieved. Mentoring is conducted every weekend on Saturdays and Sundays during April 2021.



Picture 2 Products displays of WanQi Factory

CONCLUSION

1. The important role of entrepreneurial orientation, the company has taken various actions that if it can outperform other companies. From the actions taken by the company, namely proactive, innovative, and risk-taking or new foundations are at risk. From proactive actions companies often follow the title of exhibition that aims to introduce the company's products to the wider community. Innovative that the company does but develops existing products in accordance with consumer demand. While the risk-taking conducted by the company conducts sales outside the Mojokerto area, especially East Java to maintain the number of sales. WanQi also implements after sales strategy which is the company is willing to help service services such as zip repairs or accessories that are not charged as long as the product is the product of the company itself. During the pandemic the company increased sales through social media such as: Shoope, Instagram, Bukalapak, Tokopedia, FB. The

decline in sales was overcome by digital marketing. The goal is for products to be known to consumers and reach a wider marketing area.

2. Entrepreneurial orientation conducted by the company, among others; (1) Proactive, before the pandemic the company participated in an exhibition (2) Innovative, WanQi Factory do a product development which adapts the product to consumer demand, such as the replacement of accessories such as straps on leather bags. (3) The new foundation, introducing the store as a place to shop bags and accessories by putting up banners or promotional banners (4) Risk taking, open new markets outside existing markets. Managerial action that needs to be done is product branding to create a brand image so that the product has its identity and known to consumers.
3. WanQi Factory's critical success factors such as (1) Human resources, the performance of experienced employees of the business. (2) The culture of the organization, the employee maintains good communication with the owner (3) Information system, the company joins the WhatsApp group which is mostly a group of craftsmen from the region. (4) Production, the WanQi Factory shall continue to strive to keep the agreed time with the consumer.
4. Another action is to perform some of the marketing strategies that have been suggested. Mentoring activities have been completed. To keep motivating WanQi factory home industry (MSMEs), monitoring is still carried out by opening communication channels and management consultations.

RECOMMENDATIONS

1. Some alternative strategies can be done by home industry (MSMEs) WanQi Factory while considering its critical success factors are as follows : market penetration strategy, product development strategy, market development strategy or even diversification strategy.
2. Maintain product quality
3. Create new designs that follow market tastes
4. Branding all WanQi Factory products

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