



MARKETING COMMUNICATION STRATEGY IN MAINTAINING CUSTOMERS' INTEREST DURING THE COVID-19 PANDEMIC

Case study on Waffelicious in Kalibata City Square

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ABSTRACT

World Health Organization (WHO) declared the spread of Corona Virus Disease 2019 (Covid-19) as the Global Pandemic. The Covid-19 pandemic has not only affected public health, but also the economic, education, and social living conditions of the community. To prevent the worst spread of Covid-19, all non-essential sector workers are required to work from home (WFH). For MSMEs operating in malls, they had a hard time surviving, because of the drastically declining economy and the policy of closing malls temporarily. In dealing with this problem, a communication strategy is required to maintain customers' interest during the Covid-19 pandemic. The purpose of this study is to formulate a marketing communication strategy in order to maintain customers' interest during the Covid-19 pandemic, especially for businesses operating in malls. This study uses the theory of communication strategy coined by Chriss Fill. This study also uses qualitative methods through the Constructivism Paradigm which states that reality exists in various forms of mental construction based on social experience, is local and specific, and depends on the parties concerned. This research also uses a case study research approach (case study). Single Instrumental Data collection techniques were conducted through interviews and observations. This research focused on the business partnership of Grab and Waffelicious using the theory of communication strategy initiated by Chriss Fill (Pull Strategy, Push Strategy, and Profile Strategy). The study result shows that the business partnership of Grab and Waffelicious emphasizes more on the pull strategy by advertising and providing promotional offers through printed media and social media. In addition, they also provide the best service by approaching customers in personal selling.

Keywords: Pandemic, Strategy, Communication, Covid-19, interest

INTRODUCTION

The Micro, Small and Medium Enterprises (MSMEs) have great benefits for everyday needs. As time goes by, Indonesian MSMEs have experienced significant economic growth. Lately, as Indonesian technology has been sophisticated and modern, MSME actors can use the technology as a stepping-stone to develop the company's business and improve their system. As a part of the highly mobile society, we are able to do transaction or purchases through digital applications such as Grab and Gojek applications.

In 2019, the world up roared with a deadly plaque disease, which was later declared as the Covid-19 Pandemic. The statement released by the Ministry of Health of the Republic of Indonesia via kemenkes.go.id indicates that this coronavirus may infect humans and animals. In humans, the virus will infect the respiratory channel started by flu-like symptoms similar to the Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). This new type of coronavirus was discovered in humans since the anomaly incident in Wuhan, China in December 2019, then it was given the name of Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-COV2), which later declared as the 2019 Coronavirus Disease Caused (Covid-19).

Referring to the data quoted from health.detik.com, when Covid-19 was reported entering Indonesia on March 2, 2020, in Depok, West Java, this first case of contagion was revealed after a patient had close contact with a Japanese citizen who turns out to be positive for Covid-19 when checked in Malaysia on Valentine's eve, February 14, 2020. Since then, the spread of the virus had increased rapidly throughout Indonesia, including in DKI Jakarta. Many citizens ignored the government's suggestion to stay at home and conduct social distancing.

The Covid-19 outbreak was highly affected the economic condition, especially the food and beverage businesses after the government applied thwork-from-home (WFH) policy, because this condition has drastically decreased food orders to their business. During the Large-Scale Social Restriction (or *Pembatasan Sosial Berskala Besar/PSBB*), all businesses in the mall were expected to close their activities and people were expected to stay at home, resulted in difficulties to make sales. To face this situation, business owners should make adjustment from conventional sales to online sales. These business owners should have various business strategies in order to maintain customers and regulars' interest in order to survive and maintain customer's awareness of the brand. A good marketing communication strategy plays an important role to convey the business message, as well as to maintain customers' awareness and loyalty.

Grab has partnered with one of the food and beverage business owners, the Waffelicious at Kalibata City Square. The Sale decreased drastically as the result of PSBB implementation which prohibits dine-in customers. Quoted from grab.com, "The Covid-19 pandemic has cause big financial worry for our community drivers, delivery, and business partners. We want to do our share to support our most affected partners that experience direct impact from this crisis," said Grab Group CEO Anthony Tan in an official statement as quoted from Tech In Asia, Tuesday 31 March 2021.

Below picture is the data from databoks.katadata.co.id sourced from Association Business Development Service Indonesia depicting the decline of SMEs sale due to Covid-19.

DROP SALES OF MSME SECTOR DUE TO COVID-19

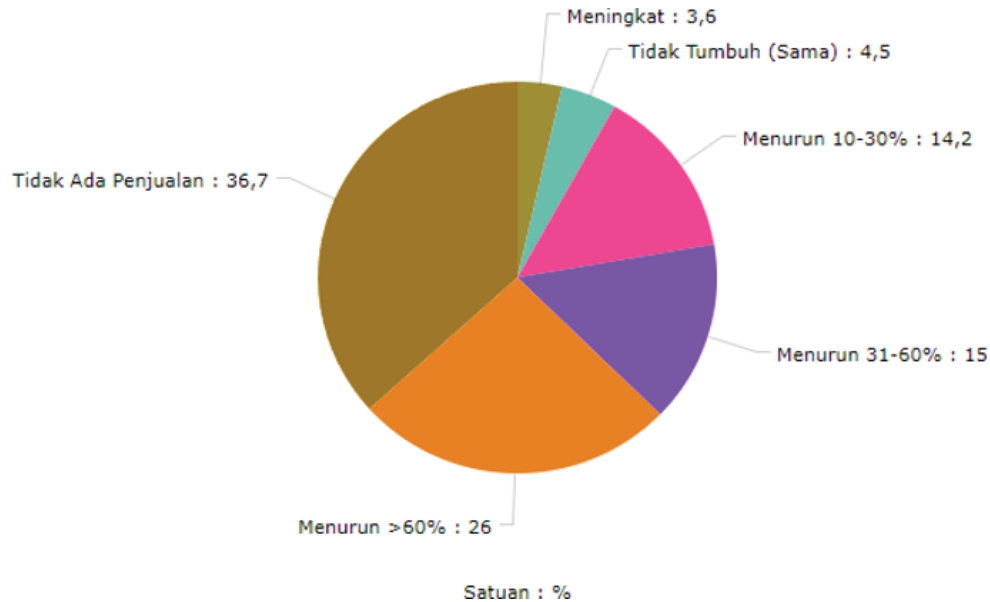


Figure 1.1. Decrease Sale MSME Sector Due to Covid-19
Source: Association Business Development Service Indonesia

This data shows that the decline in sales in the MSME sector is more than 60%. Business owners must deal with this problem fast and precise, to change their sales strategy. It is expected that there should be no significant drop with the imposing of social distancing. While for the stay-at-home policy in the middle of the pandemic, this is what the business owners have to work on. Start focusing on the digital marketing through e-commerce websites, social media, search engines, sales through the marketplace, online motorcycle taxi startups and forming a reseller team to sell the product.

The title for this research resulted from the unusual situation experienced by Indonesian during the Covid-19 pandemic. The effect is mostly the economic condition decrease, especially the condition experienced by MSMEs resulting from the store closing at the mall as the Covid-19 condition in Indonesia worsen. Grab is very helpful to improve people's economy, with open fieldwork opportunities, for motorcycle or car online taxi, and partnership opportunities by utilizing applications on a device. Therefore, the researcher is interested in studying this matter by observation and interview conducted from March 16, 2021 to May 30, 2022. The research was conducted at Waffelicious, Kalibata City Square, South Jakarta.

METHODOLOGY

Paradigm is a framework that explain how the researcher view and treat the knowledge and theory. Paradigm also explain how researcher understand the problems and test criteria as the base to answer the problem. This study used Paradigm

Constructivism. According to Creswell (2014:32), Paradigm Constructivism is how individuals interpret various meanings. The research method for this study is a case study. According to Suharsimi Arikunto, a case study is an intensive, detailed, and deep approach to certain symptoms. According to Merriam & Tisdell (2015), the case study research method is a study that describes and analyzes the bound system. The approach method used in this study is a qualitative study. This is to find out and understand what is hidden behind a phenomenon that is sometimes difficult to understand.

The study was located at Kalibata City Square, South Jakarta. However, the subject of this study included Grab, a business owner, and the employee of Grab's business partner. According to Bungin (2015), is the *key* informant who is directly involved that particular social situation, information, and deeply understand the problem. Selected informants capable on communication strategy marketing as well as the actor that implement the strategic planning process from the leader to employees. As for informants in study this are:

1. Informant 1 is Grab representative, as the source person who knows the strategies to help Grab's business partner during Covid-19 pandemic;
2. Informant 2 is Lia Kurniawati, Waffelicious's Owner, as the source for the communication strategy and ways to maintain customers' interest during the Covid-19 pandemic;
3. Informant 3 is Wanda, an employee of Waffelicious, as the source who know the customers' interest regarding orders in the collaborative effort with Grab.

According to Sugiyono (2016), on the qualitative study, technical main data collection is observations and interviews. In practice, two methods can be used together, which means, the observation can be conducted while interview or the other way around. The research data is collected by several data collection methods that include:

1. Primary data is obtained via interviews and observations. Interview is the process of obtaining description for study objects by directly ask the source person. While observation was conducted directly in the field to understand data context in whole society. According to Sugiyono (2017; 193), the primary data is the data directly provided to the data collector by the source.
2. Secondary Data from Literature study. According to Sugiyono (2017;193) secondary data is sourced not directly.

In analyzing the data, this study employed Miles and Huberman's version of data analysis scheme as the following:

1. Reduction (*Data Reduction*). Data obtained from field was a lot, it need to be checked thoroughly and detailed, by using data reduction. Data reduction or *data reduction* is the process of selecting data to transform data for data analysis according to the classification, category, organizing, so that the data could verified.
2. Presentation (*Data Display*). Data presentation or *data display* is the arranged information of interesting conclusion and action. Data presentation can be in the form of matrices, graphs, networks, and charts.
3. Conclusion (*Verification*). is the step for researcher until to make conclusion, based on the verified information and the method implemented.

The data and findings validation is required to know about the actual and approved condition of the research subject, thus it requires validation method. The validation method conducted in this research is based on criteria as mentioned by Sugiyono (2009: 269-277), that include credibility, transferability, dependability, and confirmability

RESULT AND DISCUSSION

Implementation of PSBB Policy in DKI Jakarta

The first emergency response from the government was on 20 March – 2 April 2020. Now, the government and society have survived the Covid-19 pandemic waves, the Alpha variant in 2020, the Delta in 2021, and Omicron variant in January 2022.

President Joko Widodo (Jokowi) acted by implementing the Indonesian large-scale social restriction (PSBB) Indonesia for the purpose of accelerating in handling the coronavirus (Covid-19) in Indonesia. This is stated in the government regulation of PP Number 21 of 2020 concerning the Large-Scale of Social Restriction (PSBB) on March 31, 2020. Article 13 paragraph (1) mentioned PSBB implementation includes:

off-day for schools and working;

- religious activity restrictions;
- activities restriction on public space and facilities;
- social and cultural activities restrictions;
- transportation mode restriction;
- other special restriction related to the defense and security aspects.

The Minister of Health and the Covid-19 Response Team, imposed this PSBB based on the level of governor/regent/mayor. In the implementation, governor/regent/mayor must include data:

- case number increase and the epidemiology curve;
- the case spreading according to time and deployment map according to time; and
- Local infection and epidemiology investigation result that mention that the second and third generation infection has occurred.

The Interviewer asked informant 1 Reka Gayantika, about the design of the current Grab's concern on the existing business partnership in malls that were temporarily close.

"You're welcome, we see the surrounding condition, many employees of companies, supermarkets are laid off temporarily. Even, many of my colleagues lost their peers because the company went bankrupt because Covid-19. The form of Grab's concern to this is by providing supports to business partners, Grab also gives fund aids, off course it not much, in the amount of Rp600.000/month.

The Interviewer asked informant 2 Mrs. Lia Kurniawati about Waffelicious' employees at Kalibata City Square when the franchise was closed because the mall was closed temporarily during Covid-19 pandemic.

"...Honestly, I was confused because I didn't have a heart to lay off my employee but I had to. Because during the pandemic I only have 1 franchise at Kalibata City Square, when the mall was temporarily close, I laid off my employee temporarily".

The Interviewer asked informant 2 Mrs. Lia Kurniawati about the employee's salary when the franchise was temporarily closed because the mall was temporarily closed due to the Covid-19 pandemic.

"Mmm ... (sigh), honestly, I have not recruited my employee, Wanda, back, because honestly, I have no income when the mall was closed. The rent was high, I tried to open at home by sell it to the neighbor, but I got Covid while doing it, so I have no buyers, maybe my neighbors were worry."

The Interviewer asked informant 2 Mrs. Lia Kurniawati about the aids from Grab to Waffelicious Franchise at Kalibata City Square was closed due to the Covid-19 pandemic.

"I got cash assistance of Rp600,000/month, for 6 months, from April to September 2020. Alhamdulillah, I got help, even though it was not enough for daily. I actually wanted an aid to rent new franchise (smiling while shedding tears).

According to the condition observed, interviewer interviewed informant 3, Wanda who was the employee of Waffelicious at Kalibata City Square regarding her job when the mall was closed due to the Covid-19 Pandemic.

"It was like, when I asked the owner, she said that I should temporarily not working because the mall was apparently closed. I was couldn't do anything and answered okay. I guess it was for at least a week. Then I saw on TV that it was extended to 2 weeks, if I'm not mistaken. Well at least I was happy that was a long vacation, and suddenly it has been a year that I don't work."

The Covid-19 pandemic has great impacts that include the drastically declined economy, no income for business owners while their need was increasing. Likewise, the employees depended on their income only from the job.

PSBB Implementation during the New Normal

For the universal social and economic recovery, DKI Jakarta gave opportunities for restaurants in malls to reopen their operation on 7 September 2020, under the condition that they can open only for take-away orders and dine-in was not allowed. If this condition was violated, restaurant owner would be fined Rp50 million, in accordance with the Pergub No. 41 year 2020 concerning Sanctions for PSBB Violation during Covid-19 Handling in DKI Jakarta.

The Interviewer ask to informant 2 Mrs. Lia Kurniawati about imposition penalty to PSBB violations in handling of Covid-19 DKI Jakarta. about the reopening under the condition of take away orders only and dine-in prohibition, as well as the Rp50 million fine according to Pergub No. 41 year 2020 concerning Sanctions for PSBB Violation during Covid-19 Handling in DKI Jakarta.

"When it was allowed to reopen, I asked Wanda to work again that I was reopen on May 2021. However, the business was slow, especially because children was not allowed to enter mall. It was only last for 1 month and the Covid case rose again because of the Omricon variant, even Wanda returned home."

When the cases rose, the government recommended work from home again. Interviewer asked informant 3 Wanda about the salary during the laid off due to Covid-19 pandemic.

"Honestly, during the pandemic I wasn't paid a dime. I worked at another place, but finally, I resigned and sold sausage to neighbors at home, alhamdulillah I made income even though it wasn't much. When the holiday came, alhamdulillah I received THR, Rp500.000,-. I was happy I could give some to my parents".

Competitors Aspect

In business, there must be competitors that would like to know the information of other competitors that include the products, communication strategies, marketing strategies, ideas, and others. The followings are competitors of Grab:

1. Gojek

Grab's main competitor is Gojek. Gojek is well known by the public. Gojek has become the great part of global technology innovation in the area of service, and off-course, the pride of Indonesia. Gojek history from 2010, when Nadiem Makarim founded a service that can connect motorcycle taxis and the passengers in a fast and easy way anytime and anywhere.

2. Anterin

Established since 2017, Anterin, an online transportation application has been available in Greater Jakarta area and 22 other cities throughout Indonesia. This application offered various order methods, usually from various online motorcycle taxis, the driver will wait the passenger at the agreed location, Anterin offered flexibility.

3. Maxim

Launched in early 2018, Maxim focuses on taxi services. However, this online transportation application from Russia has offered various services from motorcycle taxi to logistic and has been operating in 17 cities and is rapidly growing.

4. Cyberjek

This online application from PT Margonda Angkutan Nusantara gives higher profit for the partner drivers because the income earned will all be given to the driver. While Cyberjek will only earn RP100 thousand payment from the driver every month.

5. Klik Go

Released in 2019, Klik Go is one of the online transportation applications fully supported by Asosiasi Pengusaha Transportasi Nasional Indonesia (Aprindo). Klik Go claimed that it will only get 10 percent of all the driver partner's income. Klik Go needs drivers to reach the target.

6. BeU Jek

BeU Jek is an online transportation application managed by cooperation. Under the legal entity of the Cooperation BeU Abadi Nusantara, this application was released at the end of 2019 and offered various benefits for its driver. Because it's an application managed by cooperation, BeU Jek driver will receive some business profit every month and every year and also groceries every month such as rice, cooking oil, sugar, and life insurance.

Compilation of Communication Plan and Strategy

One of the sectors imposed with the strict rules was restaurant and shopping centers. This PSBB enforcement is stated in the Governor's Decree no. 19/2021 and Governor Regulations No. 3/2021. The Government set the opening hours and stricter protocols on these two sectors.

According to the regulation, restaurants may open during operational hours, but only for takeaway orders. Unlike in 2020, when dining-in was not allowed.

The Governor's Decision No. 19 of 2021 regulated that restaurants and other

food and beverages business operation should be temporary and the operation hours of the shopping center or mall is restricted to 9.00 WIB. For restaurants, dining in is allowed for a maximum of 25 percent of the total capacity and the order should be taken out, and delivery service is allowed to operate normally.

In the document titled **“Guidelines of the Implementation of Public Activities Limitation in the Emergency PPKM in the Provinces of Java and Bali”** received by Liputan6.com, included some scopes of Emergency PPKM implementation.

In point III number 4, the shopping centers/malls/trade centers should be closed during Emergency PPKM,

“Dining-in activities at public areas (restaurants, food shops, cafe, street food vendors, snack shops) at local locations or shopping centers/malls should only serve delivery and take away orders and dining in is not allowed,” as mentioned in number 5.

The phenomenon occurred in the field, according to the data indicator, in 2020, there were 5-6 shops that should close every day, which total about 1,300 stores that should close in a year.

Compilation Communication Plan and Strategy in Maintain Customer

From the result observation through *website*, Grab will strengthen service *Grab-food* and *GrabExpress* moment implementation of micro PPKM emergency on July 3-20. will strengthen the service message between food *GrabFood* and delivery goods *GrabExpress* for face Enforcement Restrictions Community Activities or micro PPKM emergency. Request on the second service the estimated will increase moment tightening restrictions the applies, vs backwards with Request service transportation passenger. Grab is committed serve needs Public through strengthening on service *GrabFood* and *GrabExpress*. According to website observation, Grab strengthen *Grabfood* and *Grabexpress* services when micro PPKM was implemented. Demand for these service were increase, unlike the demand for passenger transport. Grab is committed to serve public needs by strengthening the *GrabFood* and *GrabExpress* services.

In addition, the company also relies on the *GrabMart* service. *GrabMart* features will help users during the emergency PPKM period. On the other hand, online transportation service was highly affected by the impact of this micro PPKM policy. However, Grab understood the government effort to protect the public from Corona Virus infection. The company also ensured the transportation user’s health and safety. Interviewer asked informant 1 Reka Gayantika regarding Grab’s design to maintain customer’s interest.

Regarding the communication strategy to maintain customer loyalty, Grab announced information on fighting the global pandemic in the website, www.grab.co.id

“Dear grab community, we understand that the corona virus (Covid-19) has a major impact on your life. We are doing everything throughout Southeast Asia to fight together against this global pandemic”.

To survive this challenge, business owners should adjust to all changes with new strategies, particularly MSMEs as the front line of the national economy. One of the efforts was to rely on technology to reach customers during the social restriction

condition. The strategy, such as those conducted by GrabFood merchants in Jakarta, Bandung, Surabaya, Makassar, and Medan has made them survive and keep driving the city economic.

The interview revealed the higher safety and hygiene standards in customers' order by:

- Limiting physical contacts drivers and customer. Contactless Delivery, Online Payment (OVO), or self-taking order GrabFood.
- Providing masks and hand sanitizers for customer.
- Launching delivery information card of GrabFood that contains details of food preparation time.
- Adding the name and body temperature of the staff preparing the food.
- Having cooperation with various vendors throughout Indonesia such as providing medical equipment and hygiene equipment for partners' merchants.
- Joining partners' business support to examine drivers' and partners' body temperature.
- Giving opportunity to take a break for partners or delivery drivers confirmed to have exposed to the corona virus.

In terms of support to Grab partners whose orders were dropping:

- Push more sales for local and independent Grab partners on our platform.
- Speed up the process of bringing in local Merchants to Grab to reach more customers.

The target of the communication strategy are investors, SME partners, delivery partners, and customers. The Interviewer asked informant 2 Mrs. Lia Kurniawati about communication strategy in maintaining customers' interest:

Marketing communication is the main target as the beginning to introduce products until the customer decides to use the products or service. During pandemic, strategy was required to increase the business' turnover after the restaurant temporary closing to prevent Covid-19. I only had 1 franchise in Kalibata, but I have to survive during pandemic, because space rent in mall was expensive, I opened another franchise in Pancoran, South Jakarta and I had two employees. At least I had another business for back up."

Communication Strategy Efforts in Maintaining Customers' Interest

Maintaining customers' interest during pandemic during a pandemic is important for business community whose income were impacted.

The Interviewer asked informant 1 Reka Gayantika about the effort to build communication strategy with partners:

"To improve partners' skill, we, Grab Indonesia, have cooperation with MSMEs, providing free business training, assistance, and consultation for Indonesian MSMEs. For public relations to help our partners, we make promotions and interesting advertising on TV, the internet, and other media. Our Sales Promotion department make testimony videos by collecting partners' experience when having a partnership with Grab. We also introduce an open platform strategy to create the first 'Everyday Superapp' in Southeast Asia. Grab's vision as the 'everyday superapp' is

realized in the latest Grab application which not only provides various services but also relevant information for their current needs.”

Grab’s Communication Strategy Analysis in Maintaining Customers’ Interest with Chris Fill Theory

Chris Fill’s theory (Pull Strategy, Push Strategy, and Profile Strategy) is used to analyze Grab Partner’s marketing communication strategy in maintaining customers’ interest during Covid-19 pandemic.

1. Pull Strategy

Advertising: As a “decacorn” startup, it’s not easy for Grab to determine the advertising medium to be used. The costs needed should be first coordinated to the top level.

Sales Promotion: Grab as a decacorn start up would like to give great brand differentiation, something new in Jabodetabek. Therefore, before selecting any client for collaboration, Grab will look for unique, new, and well-developed draft in line with Grab segmentation, positioning, and targeting.

- *Personal Selling:* Grab must provide good service.
- *Public Relations:* To create differentiation as a decacorn start up, Grab always makes differentiation by presenting something new that has not yet had by other startups.
- *Direct Marketing:* Grab often communicate with customers or partner to give updates about their events and to know what customers and partners are looking for. Grab maintain strong communication with customer.

2. Push Strategy

• *Advertising:* Grab started with selecting the advertising theme, colors, images, and wordings to motivate everyone who saw it, as a promotional medium to attract Grab’s customers’ and business partners’.

• *Sales Promotion:* To maintain professionalism and performance as a decacorn startup, Grab provides feedbacks and response when finding potential customers or partners, thus they can quickly have partnership after contact.

• *Personal Selling:* To motivate Grab’s business partners, Grab will convince with data, evidences, and explanation about business opportunities.

• *Public Relations:* Marketing Communication is carried out by reviewing all expected services, adapt with the decacorn startup standard by paying attention to all details wanted by customers.

• *Direct Marketing:* To increase public loyalty to Grab, as a decacorn startup, Grab will always response the public and serve with various reasonable facilities, maintaining good relationship with the public, openly through social media.

3. Profile Strategy

• *Advertising:* Grab always protect their decacorn startup identity by attaching the corporate identity logo on each creative production.

• *Sales Promotion:* Grab as a decacorn startup have a standard achievement of promotion targets. This can be achieved by creating interesting unique events to attract visitors as well as facilitate transaction.

• *Personal Selling:* As a decacorn startup, Grab members must pay attention to their

- attitudes, language, and behavior when interacting with customers and partners
- *Public Relations*: One of the public relations functions by Grab's Marketing Communications as a decacorn startup is the performance evaluation by Grab. For example, reviewing the visitors number from time to time.
- *Direct Marketing*: As a decacorn startup, Grab must be capable of providing best service to customers and everyone. When in collaboration, Grab marketing and leasing communication will tell customers about the current event, news, as well as inviting them to an event.

In addition to the three phase of marketing communication strategies, there are six aspects of brands; physical, personality, culture, relationship, customer reflection, and self-image.

Communication Strategy Analysis of Grab's Business Partner (Waffelicious) In Maintaining Customers' Interest according to Chris Fill's Theory

Below is the Communication strategy analysis of Grab's business partners as an effort to maintain customers' interest during the Covid-19 pandemic according to Chriss Fill's theory (Pull Strategy, Push Strategy and Profile Strategy)

1. Pull Strategy

- *Advertising*: As a well-known waffle brand, Grab's business partner Waffelicious needs promotion and should estimate the promotion cost. Before making decision on the advertising medium, the cost should be broken down and make accessible and accountable to be proposed to the higher level of the management.
- *Sales Promotion*: Waffelicious wanted to give differentiation, something new in Jabodetabek. Therefore, before selecting any client for collaboration, Waffelicious will look for unique, new, and well-developed concept in line with Grab segmentation, positioning, and targeting.
- *Personal Selling*: Grab's business partner (Waffelicious) should give good service to obtain customer's loyalty.
- *Public Relations*: Grab Business Partner (Waffelicious) yet give differentiation with presenting things that are new and not yet once owned by franchise other. For example holding a cooking demo event making waffelicious special for child or age teenager.
- *Direct Marketing*: In keeping intense communication with customers, Grab's Business Partners (Waffelicious) will greet customers and provide event updates to value, respect and care the customers of Grab's Business Partners (Waffelicious).

2. Push Strategy

- *Advertising*: To push transaction sales to tenants, Grab's Business Partners (Waffelicious) make attractive promotional media design, by selecting the advertising theme, colors, images, and wordings to motivate everyone who saw it, as a promotional medium to attract customers to make transaction in Grab's Business Partner (Waffelicious).
- *Sales Promotion*: To maintain professionalism and performance, Grab Business Partners (Waffelicious) must be able to give response to potential customers in

order to build connection by asking their contact number and making appointments for negotiation.

- *Personal Selling*: To convince customers with data and testimonial videos about the flavors available in Grab's Business Partner (Waffelicious).
- *Public Relations*: One of the public relations functions is marketing communications. This function is performed by controlling all the expected services, paying attention to every details that may satisfy customers such as the cleanliness, packaging, and services.
- *Direct Marketing*: To increase public loyalty to Grab's Business Partners (Waffelicious), connection with public should be maintain by social media such as websites, twitter, or instagram.

3. Profile Strategy

- *Advertising*: Grab's Business Partners (Waffelicious) protect their identity by attaching the franchise identity logo on every promotional media created.
- *Sales Promotion*: Grab's Business Partner (Waffelicious) sales promotion is an effort to meet tenants with new brands and hold interesting unique events, which eventually will visit Grab Business Partners (Waffelicious) to make transaction for this Grab's Business Partner (Waffelicious) customers.
- *Personal Selling*: Every Grab's Business Partner employees (Waffelicious) must maintain their performance when meeting customers, maintaining good appearance, speech, and behavior.
- *Public Relations*: Grab's Business Partners (Waffelicious) performance should be evaluated by Grab, for example regarding the visitors number from time to time and rating from customers.
- *Direct Marketing*: Grab Business Partners (Waffelicious) must ensure the best service to every customer, even though only smiling and say hello to customer, as well as informing the current promotion event.

DISCUSSION

A. Pull Strategy

1. Advertising

A form of commercial or non-commercial communication of an organization or institution to the public with the purpose for the public to understand, follow or do a particular action. Data analysis findings and interviews with source persons conclude that Grab's Business Partner Waffelicious has provided the best advertisement efforts, by giving newest promotion price informed through banners and social media. Accordingly, based on the analysis interview with informants, Grab's Business Partner Waffelicious has been in line the Chris Fill's theory.

2. Sales Promotion

Sales Promotion processed so appearance with tool help promotion for interesting sympathy customer for purchase product. Sales promotion was conducted in a way that attracted customers to buy the products. Data analysis findings and interview with informants of Grab's Business Partner Waffelicious shows that Grab's Business Partner Waffelicious used the facilities provided by Grab application by

earning rating stars that can be used as a promotion tool for food recommendation. It can be concluded that Grab's Business Partner Waffelicious has carried out communication strategies according to the Chris Fill's theory.

3. Personal Selling

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious show that Grab's Business Partner Waffelicious has tried to give the best service to approach customers by making them feel comfortable and well-served. This is in line with communication marketing strategy theory by Chris Fill.

4. Public Relations

According to Marsefio S. Luhukay in *Journal of Scriptura* (2008:19), *public relations* present as something needed to bridge organization and stakeholders interests. Data analysis findings and interview with informants of Grab's Business Partner Waffelicious shows that Grab's Business Partner Waffelicious has collaborated with Grab in order to expand its network and sales. Accordingly, it is a good thing that Waffelicious has partnership with other party to expand the Waffelicious market.

5. Direct Marketing

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious shows that Grab's Business Partner Waffelicious has carried out direct marketing by using printed media and social media such as lie, Facebook, and Instagram.

The findings proved that the Grab's Business Partners only 4 out of 5 communication marketing strategies.

B. Push Strategy

1. Advertising

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious concluded that Grab's Business Partner Waffelicious conducted promotion activities by using printed media. Advertising can be categorized by their special purpose, that include informative advertising, persuasive advertising, purposeful advertising, and reminder advertising (Sulaksana, 2003). Interview with informants proves that Waffelicious is using more printed media and social media advertisements. Based on the data analysis according to the Chriss Fill's theory, Grab's Business Partner Wafellicious's advertisement characteristic is normative, with the purpose to maintain customers interest.

2. Sales promotion

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious concluded that Grab's Business Partner Waffelicious's sales promotion events are for the customers regarding sampling of new flavor, new packaging, discount, and more. Based on the data analysis according to the Chriss Fill's theory and sales promotion strategy, Grab's Business Partner Wafellicious need new breakthrough, such as giving samples of new flavor. This is useful for maintaining Custom-

ers' interest. According to Belch (2004:510), sales promotion should be addressed to product user consumers that include bonuses, sampling, discount, contests, lottery drawing, bonus packs, price offs, and so on. The purpose of this promotion is for customers to do medium and short terms purchasing.

3. Personal Selling

According to Pride and Ferrell (2010:518), personal selling is a personal communication to give information to customers and persuade them to buy product in an exchange situation.

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious concluded that Grab's Business Partner Waffelicious has conducted personal selling to customers according to the Chris Fill's theory. This effort include friendly service, patient in facing customers because sometimes customer might change their order even though their order is already prepared. This is a way to maintain customers' interest, by maximizing face-to-face service to customers.

4. Public Relations

According to Ardianto (2004:3), public relations is as bridge between company or organization and the public, especially to achieve mutual understanding between company and the public. Data analysis findings and interview with informants of Grab's Business Partner Waffelicious concluded that Grab's Business Partner Waffelicious' efforts has not given differentiation of providing new things different than the competitors. As a suggestion, maybe Waffelicious could give a cooking demo for children or teenagers. In addition to give knowledge to customers, this is also a trick to attract customers' interest.

5. Direct Marketing

According to Kotler-Gary Armstrong (1996: 53), direct marketing is a marketing system that utilizes various advertising media in order to interact directly with target consumers. Data analysis findings and interview with informants of Grab's Business Partner Waffelicious concluded that Grab's Business Partner Waffelicious has been using direct marketing method to greet customers, giving information about the latest variant. This is inline with Chris Fill's theory. According to the above finding, this Grab's Business Partner only uses 3 out of 5 communication marketing strategies.

C. Profile Strategy

1. Advertising

The dominant thing in marketing is the usage of a persuasive message such as pictures, videos, or texts of the products or services to attract customers' interest. Advertising is useful to build a positive image for the franchise that the service provided is the main strategy to be known by the public. Data analysis findings and interview with informants of Grab's Business Partner Waffelicious concluded that Grab's Business Partner Waffelicious' advertising activities is profile strategy, which is in line with Chris Fill's theory.

CONCLUSION

The World Health Organization (WHO) declared Covid-19 as a global pandemic and has a great impact to Grab's Business Partners (MSME). MSMEs located in malls tried hard to survive, even though the economy declined drastically as a result of the policy to close malls temporarily. The strategies used to maintain customers' interest is in-line with the theory initiated by Chriss Fill (Pull Strategy, Push Strategy, and Profile Strategy).

Pull Strategy

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious prove that Grab's Business Partner Waffelicious have some efforts for advertising. The sale's tools of promotion activities helps in attracting customers to purchase products. Waffelicious also used the facilities provided by Grab to earn rating stars

Push Strategy

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious prove that Grab's Business Partner Waffelicious has conducted personal selling to customer in accordance with Chris Fill's theory, such as friendly service, patience with customers who sometimes might change the menu though it already in preparation. This is a method to maintain customers' interest with maximizing face-to-face service.

Profile Strategy

Data analysis findings and interview with informants of Grab's Business Partner Waffelicious prove that Grab's Business Partner Waffelicious' advertising activities in the profile strategy have been conducted by persuasive message technique like pictures, videos or text of the product to attract customers' attention and to be known in the public. This is in line with theory put forward by Chris Fill.

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