

EXAMINING MSME STRATEGIES IN THE CULINARY SECTOR TO SURVIVE IN THE NEW NORMAL ERA

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Abstract: *MSMEs in the culinary field must begin to adapt to digitalization if they want their businesses to survive and advance in this new normal era. This study aims to analyze the strategy of MSMEs in the culinary field to survive in the new normal era. This research is descriptive qualitative research. The research location was conducted in Tabanan Regency, Bali Province. The sample in this study was 4 MSMEs in the culinary field, which were taken purposively. The data collection technique was done by interview, observation, and documentation. Data analysis using source triangulation. The results of the study state that the grant provided by the government has significant benefits for MSME business owners to maintain their business in the new normal era. The digital marketing strategy has a huge role in the sustainability of an MSME business in the new normal era. Technology that supports the effectiveness of the performance of culinary MSMEs, where they state that the activities carried out in their business can be effective and satisfy customers, they use supporting technology to maximize the effectiveness of their business. Culinary SMEs have also carried out improvements in terms of service to consumers in the Tabanan area. All informants, in this case, stated that to improve their services to consumers, they provide various menu choices for their businesses so that consumers feel satisfied shopping for their businesses. Suggestions and guidelines for further research are expected that further researchers can expand the scope of research and also the type of field studied so that they can provide new findings from different perspectives.*

Keywords: *Marketing 4.0, Marketing Strategy, MSME, New Normal Era, Culinary Food*

1. Introduction

The new normal era, especially in the economic sector, aims to restore community activities, one of which is to improve people's income temporarily lost due to restrictive policies (Kumala & Junaidi, 2020). The government has called for the new normal era. However, it does not necessarily restore the economy in Indonesia, especially in the culinary sector, where there are still many MSMEs experiencing a crisis, and it is also difficult to adjust to the current conditions. Entering the new normal era, the number of positively identified as covid -19 increased by 2,156,465 people (Nuryanti, 2021). Seeing this, the government recently re-issued a policy related to the imposition of restrictions on community activities (PPKM) during the new normal era. MSMEs in the culinary field at this time must begin to adapt to digitalization if they want their business to survive and advance in this new normal era. The solution for MSMEs to continue running their business, reach more consumers, and expand market share is to expand

the network and take advantage of sales through *e-commerce* and technology improvement (Hardilawati, 2020).

MSME entrepreneurs cannot avoid increasing knowledge and information on existing technology during the new normal. Still, MSMEs must also pay attention to one thing that is no less important, namely service to consumers. MSMEs must provide optimal service to consumers (Tripayana & Pramono, 2020) states that improving product quality and service quality has a positive and significant impact on shaping consumer satisfaction and creating consumer loyalty for MSME actors. Culinary MSMEs hit by the COVID-19 crisis are currently entering the new normal era. However, even though they have entered the new normal era, many MSMEs still have difficulty maintaining their business. Although many MSMEs are experiencing a crisis, some MSMEs can survive and increase their sales in the new normal era. This phenomenon is in line with research (Hardilawati, 2020) which states that not all MSMEs feel a decrease in sales turnover and have to close their business, in this new normal era, there are still MSMEs that can survive and experience an increase in sales turnover because they make adjustments in terms of products and services. Do some marketing strategies to survive.

Based on the description of the problem above, this study aims to analyze more clearly the strategies used by MSMEs, especially in the culinary field in the Bali area, to be able to survive in this new normal period, this research is essential to do considering that apart from tourism, culinary MSMEs are the second sector that has experienced an impact. The biggest one from the Covid-19 pandemic in the Province of Bali.

2. Literature Review

2.1 Micro, Small and Medium Enterprises (MSMEs)

The definition of MSMEs is regulated in the Law of the Republic of Indonesia No. 20 of 2008 concerning MSMEs. Article 1 of the Law states that micro-enterprises are productive businesses owned by individuals and/or individual business entities that have the criteria for micro-enterprises as regulated in the Law. Small business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or not subsidiaries that are owned, controlled or become a part, either directly or indirectly, of a medium or large business that meets the criteria small business as referred to in the Act.

MSMEs can no longer continue to depend as they used to, in this changing era if MSMEs cannot keep up with the changes that occur, of course MSMEs will sink and be forgotten. The digital era that is currently happening is none other than the change from 3.0 to 4.0, MSMEs that want to progress must also change according to developments, namely to become MSMEs 4.0. MSME 4.0 players will be more directed into the digital world so that they no longer play in a conservative order but must be able to see digital opportunities so that they can target a broader market (Ayodya, 2020).

2.2 Marketing 4.0

Digital marketing is a promotional activity and market search through digital media online by utilizing various means, such as social networks (Kotler et al., 2019). Although the concept and application of digital marketing are made to boost product sales from a brand, digital marketing is also done to attract consumers' attention to our products quickly.

The state of Indonesia is the largest user of internet facilities globally, so it is not tricky for MSMEs - MSMEs to take advantage of the technology they know as a place to promote products or increase brand awareness purchase of the product.

Digital marketing has a significant influence in increasing MSME sales performance, 70% of creative entrepreneurs say digital marketing will be the primary communication platform in marketing, and offline stores will be complementary due to the ease and ability of digital marketing to reach more consumers (Hendrawan et al., 2019).

2.3 Strategy of Defense (Resilient)

Resilience strategy is a process to adapt to challenges, maintain equilibrium, maintain control over the environment, and continue to move in a positive way (Soichatun, 2014). However, this resilience strategy cannot be separated from the existence of a change that must be made by a business, (Soetjipto, 2020) states that this change must always be made before:

1. Consumers experience boredom in this pandemic, consumers have concerns and limitations due to government regulations.
2. Competitors make more competitive products. In this situation, consumers seek to save on spending and decrease purchasing power because most consumers do not earn or decrease in income.
3. Opponents find out what happened. In this case, the opponent can be applied as an outbreak or pandemic that forces every store to close according to the rules of security protocols and health protocols.
4. The environmental situation changes by itself not according to the wishes and expectations of business actors. Pandemic conditions will provide the possibility of social change and transformation with new situations adapting to new post-pandemic conditions.

MSMEs can apply five strategies to survive in current conditions (Alfrian & Pitaloka, 2020), namely:

1. Studying *digital marketing* is like creating promotional media through social media.
2. Strengthening human resources by embedding learning about the era of globalization and technology.
3. Creative innovation makes consumers interested in buying a product during the new normal like today.
4. Improving service to consumers in more detail and ensuring product cleanliness and safety.
5. Government policies towards MSMEs / grant from the government such as social grant or financial grant so that MSMEs can continue to run.

3. Research Method

The research method used in this study is a qualitative method with a case study approach, in which this case study approach is a research approach by exploring in depth the programs, events, processes, activities of one or more resource persons (Sugiyono, 2018), particularly exploring more deeply related to the strategies used by MSME entrepreneurs in the culinary field to remain able to survive in the new normal era. A qualitative approach based on the philosophy of postpositivism places the researcher as a critical instrument where the results of qualitative research emphasize more on meaning and generalization. 4 MSMEs in the Tabanan district will be carried out on this research, namely the culinary business of Betutu Biang Koripan, Suddenly Cake, Bakso Joss and Genyol Merta Sari . This location was chosen because MSMEs in Tabanan district have their uniqueness where during a pandemic storm that limits all entrepreneurs' movements, MSMEs in Tabanan district are still quite active in transacting and have unique selling ideas, and most of them have started using technology in their business activities. And always pay attention to the health protocols that the government has required.

Informants in this study were selected using a purposive sampling technique, where the informants can provide valid data needed in this study (Sugiyono, 2018). The informants are business owners and managers and customers of the culinary business. The data obtained in this study will be analyzed using a data analysis model according to (Miles & Huberman, 1994) namely Data Collection, Reduction, Display, and Conclusion Drawing/verification

4. Results and Discussion

4.1. Strategy for Utilizing Government Grant in the New Normal Era

This grant in the form of cash distribution and credit relaxation was considered by most of the MSME owners to be quite helpful in their business in this new normal era, as stated by the GA owner from Betutu Biang koripan, where he felt that the government's policy of granting funds was beneficial in their business activities in the new normal era as stated below:

"We did propose the grant for SMEs and yesterday's Astungkara was already disbursed. The help is really useful, when we receive the help, we use it for a number of things at betutu biang koripan, like experimenting with a new menu so that betutu biang koripan doesn't want the menu - that's all. "

This statement from the owner of Betutu Biang Koripan is also supported by a statement from MP as an employee of Betutu Biang Koripan, as quoted from the following interview results:

"Oh, I got the grant yesterday, because I was also the one who was invited to discuss with you regarding the use of the funds. Well, even though you don't get much, it's good enough to add to it in the kitchen, geek".

MPT also stated the same thing as the owner of Suddenly Cake, who said:

"Yesterday, when I received a government grant, I was pretty happy and grateful because I didn't think I would get it because there were so many people who applied, I know, they got it. So the help was beneficial for me, I used it to increase production capital because at that time, it was still the rahinan season, even though it was still not allowed to pretend that orders were still there because they still made rules at home.

In contrast to the Owner of Bakso Joss who also received a government grant, the owner made the received government grant fund as a reserve fund if at any time the economic situation worsened, as stated below:

"Oh, the grant is if you don't use anything now, sis, I'll save it for a backup. We don't know what will happen tomorrow, God forbid, if it's PSBB again, we need additional funds for the cost of packing the meatballs and also the cost of gasoline to take the house that we bought. Yes, so I don't want to save it for now, if I'm really in a hurry, I don't use it hehehe...."

However, a different perception was given by the owner of the MSME Genyol Merta Sari where he stated that he did not know anything about the government grant, so due to his ignorance, he did not receive the grant, as quoted from the following interview results:

"Government aid? I do n't know, bro, I've never heard of it either, if you know there is grant, you can apply so that there is additional capital for the shop. Yes, all this time, we've only relied on capital turnover and bargaining for materials in the market, okay?"

Based on the narrative of the informant, it can be seen that the grant provided by the government has significant benefits for MSME business owners to maintain their business in the new normal era, but information related to the provision of this grant needs to be expanded again

so that there is no longer any ignorance of information related to the grant provided given by the government as happened to the owner of the MSME Genyol Merta Sari.

4.2. Digital Marketing Strategy in New Normal Era

Pentingnya The importance of digital marketing in the new normal era is very well realized by the culinary MSME owners in Tabanan, based on interviews with these MSME owners applying various digital marketing strategies to survive in the new normal era. For example, as stated by the owner of genyol immediately sari below:

"The marketing of this product from Genyol Merta Sari was initially only offered directly, at first it was Ibuk Mbok who sold it in the market who offered it to her customers. Then yesterday it was a pandemic, now people are starting to rarely leave the house from there, bro, start thinking about how to get more people to know about being cranky, so the idea came up for a video of Samsam guling which is being burned by the video below. The funny thing is that people will continue to drool in their tracks on Facebook."

The strategy is to apply digital marketing to their MSMEs by posting their products on social media such as Facebook. Besides that, they also upload video reviews of their meals to ensure that consumers who watch the show can be influenced to buy their products.

It's the same with betutu biang koripan collaborates with celebgrams to promote their products and also joins the gojek and grab applications to expand the reach of their consumers as stated below:

"So if we are marketing the product now, we are more focused on posting on Instagram and Facebook because now it's impossible to open booths like that. Making pamphlets is also outdated, so we collaborate with several celebgrams such as beautiful girls who we order to create content related to Betutu Biang Koripan and post directly on social media, and we also often participate in paid promotions that are carried out by campuses like that. In addition to promotions, we also accept betutu orders via WA and Gojek."

This statement from Betutu Biang Koripan is also supported by a statement from MW which is a consumer of Betutu Biang Koripan, who was met directly at Betutu Biang Koripan when taking his order which said that:

"Oh, you know, Betutu Biang koripan, it's been a long time, geek, at first it was fun to try and eat here. Nowadays, you often see betutu biang koripan posting photos or videos on WA and Instagram, if you've seen the video, you guys immediately get hungry. Well, if that's the case, just order via WA so that it can be delivered to your home."

Suddenly cake is a dessert business whose leading marketing is also done through digital media, where MPT as the owner explains its marketing strategy as quoted from the following interview results:

"Regarding the promotion of our products, we are now more focused on Instagram and Facebook, because most people now have time to play Instagram and Facebook, so let's just keep up with the times,"

NS also supported the statement from the suddenly cake party as a consumer of suddenly cake, who said that "

"Oh, you know, suddenly this cake is because I saw the feed on Instagram, at first it was just for fun, just open the feed, eh, I don't know, a funny cake video appeared,

and coincidentally, my nephew's birthday was close, so I bought a birthday cake at Suddenlly Cake with a frozen theme "

The owner of Meatball Joss also applies a digital marketing system that is almost the same, namely uploading photos and videos of their products on social media to reach a wider market share, and they implement an ordering system through the system also WhatsApp. Like the statement below:

"Oh, we have promos on the radio and Facebook right now, sis, because if you rely on opening a shop nowadays, it's difficult, sis, because people rarely leave the house. So, we thought about placing an ad on the radio, Facebook and TikTok. So this is just the early stages, we also accept orders via WA Ms.

DP also felt the changes made by Bakso Joss in terms of this promotion as a consumer of Bakso Joss, which was quoted from the interview results as follows:

"Yes, Sis, now at Bakso Joss, you can order via WA, if you used to have to go to the shop first. Then payment at Bakso Joss can also be done via M-Banking, sis, it's very practical."

Based on information from all culinary MSME owners, it can be concluded that the digital marketing strategy has a huge role in the sustainability of an MSME business in the new normal era.

4.3 Technopreneurship Strategy

Technopreneurship is a technology entrepreneur, where entrepreneurs use the latest technology to support their business effectiveness. Technology is a device that aims to facilitate the activities carried out, with the use of this technology, it is hoped that MSMEs can run their business more effectively so that they can satisfy consumers more. Technology that supports the effectiveness of the performance of UMKM in the culinary field has also begun to be applied by various UMKM, especially in the culinary field, especially in Betutu Biang Koripan, Suddenly Cake, Genyol Merta Sari and also Bakso Joss, where they stated that for the activities carried out in their business to be effective and able to satisfy customers, they use supporting technology in maximizing the effectiveness of their business. Like Betutu Biang Koripan, who uses an automatic vacuum cleaner and also a UV lamp in his place of business, such as the interview excerpt below.

" If we use technology, especially for activities in the kitchen, yes. For example, the technology that we use is like an automatic vacuum cleaner , UV lamp and a cash register."

The statement regarding the use of technology used by Betutu Biang Koripan was also confirmed by MW as a consumer, as quoted from the following interview results:

"What I see now is that they use a cash register, geek, in the past, they did manual calculations using a calculator. In addition to the cash register, you can also pay using an atm, so it's even better if you pay to eat here "

The start of awareness of the use of technology by MSME entrepreneurs was not only felt by the owner of Betutu Biang Koripan but also by KS as the owner of Genyol Merta Sari, as quoted from the following interview results:

" The latest technology , yes, here we are now using a hand sanitizer that uses a sensor, not the same as using a broom robot. There is no special reason, we are just adjusting to the current conditions, where there must be a hand sanitiser, yes, for the prevention of covid-19 "

KP also supports this statement as an employee of Genyol Merta Sari who also uses thermo-scanner technology and also a robotic vacuum cleaner as quoted from the following interview results:

"The tool that you just used is an automatic hand sanitizer and a broom robot, so it's easier to work since there is a machine that sweeps automatically."

The progress of a business cannot be separated from changes and adaptations to the surrounding environment, besides the use of technology to help the effectiveness of a business so that it can continue to advance and develop is also needed in a business. MPT also shares this idea as the owner of suddenly cake who does not miss out by making a list order system application that makes it easier for them to record product requests as stated in the following interview excerpt:

"Yes, we're using the system right now, Sis, so it's easier to see what the order list is. So don't write one more order."

The statement from the suddenly cake party is also supported by NS as a consumer of suddenly cake, as can be seen from the following interview excerpt:

"Yes, there is a really fast response, Sis, every time I chat asking if the cake is ready or not, the answer immediately appears. So it's very convenient to buy cakes here".

Likewise, with Meatball Joss, HD as the owner of Meatball Joss also realizes the importance of using technology in his business and uses a meatball making machine so that the appearance and results of his meatballs can satisfy consumers more and make his business activities more effective, as quoted from the following interview results:

"The technology now is that we use a machine to process the meatballs, Sis, so the meatballs are made faster and the dough is mixed even faster."

DP also supports the statement above as a consumer of Joss Meatballs, which is quoted from the following interview results:

"I don't know for sure about the technology, Sis, but what I see is the size and shape of the meatballs here, now it's flatter. Yes, in the past, there were big meatballs that were a bit small, and the shape of the ball was also not round - the balls were very different from now."

Based on what the informants have stated above, we can see that using technology in an MSME business, especially culinary, can help MSMEs survive, especially in this new normal era.

4.4 Strategi Peningkatan Pelayanan

Culinary SMEs have also carried out improvements in terms of service to consumers in the Tabanan area, all informants in this case stated that to improve their services to consumers they provide various menu choices for their businesses so that consumers feel satisfied shopping at their businesses. In addition, they also implemented other strategies as revealed by the owner of genyol merta sari which stated that to satisfy consumers they must greet and smile at consumers who come, the owner of betutu biang koripan also stated that providing a safe and comfortable place for consumers Coming to visit is one of the strategies to satisfy consumers, it's different with Suddenly Cake, apart from implementing menu variants, they also provide various payment methods and also provide bonuses to increase customer satisfaction with their business.

Unlike the case with Meatball Joss, in addition to increasing the variety of menus in their business, they apply a fairly strict hygiene system in carrying out their business activities, where they require each employee to use hand gloves when serving consumers so that the cleanliness of each product can be maintained. The results of interviews with each of these informants prove

that these MSMEs have improved the service system in their businesses to maximize customer satisfaction.

5. Conclusion

MSMEs in the culinary sector are a field that has been affected by the COVID-19 pandemic quite large, where many MSMEs have felt the crisis and even went bankrupt due to this Covid-19. Amid the many MSMEs experiencing this crisis, there are still some MSMEs that can survive in the face of changing eras at this time. . These MSMEs can survive in the new era, namely the new normal era, because they make improvements and adapt to current conditions and consumer behavior, as for the strategies that are currently being implemented by all MSMEs so that they can continue to exist in the new normal era, namely MSMEs take advantage of the grant provided received from the government to support activities in their business, there are also MSMEs who make the grant received as a reserve fund in the event of conditions such as at the beginning of the covid-19 pandemic entering Indonesia, but there are still MSMEs who do not know about the provision of such grant. Then MSMEs started using digital marketing as a way of product promotion, in this case the majority of MSMEs in the Tabanan area did so by collaborating with celebgrams, uploading content on social media related to their products and providing product orders via WhatsApp. MSMEs also use the latest technologies to support their effectiveness in running their business, such as UV lamps, robotic vacuum cleaners, and production machines to make applications to satisfy consumers. As well as MSMEs improving service to consumers, customer service is one of the essential keys for a business to succeed in running its business. Improving service to consumers has also begun to be carried out by MSMEs in the culinary field in the Tabanan area by providing menu variations, providing comfortable places, giving bonuses or discounts and conducting lottery prizes for consumers. Suggestions and guidelines for further research are expected that further researchers can expand the scope of research and the type of field studied to provide new findings from different perspectives. Further research is also expected to be able to find other strategies that are the key to the success of an MSME, and it is also hoped that further research should use different data analysis techniques.

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