



SEGMENTATION AND MARKETING STRATEGY OF USAHA MIKRO, KECIL, DAN MENENGAH (UMKM) PRODUCTS IN THE NEW NORMAL ERA

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Abstract

UMKM are one of the pillars and have a significant role for the economy in Indonesia. In the era of the Covid-19 pandemic, UMKM are facing various kinds of problems. This condition is a challenge in itself in seeking UMKM to be able to survive and rise in the era of the Covid-19. The purpose of this study was to analyze the impact of the Covid-19 on tempe businessman in the Sendangguwo, Semarang. Qualitative method through in-depth interviews with key informants, the entrepreneurs in the Sendangguwo, Semarang. The results of the study concluded that the tempe product segmentation is very attached to the people in Indonesia, especially in Java so that all levels of society can be classified as able to accept the product for consumption both in terms of price and product quality. The marketing strategy for tempe products can be carried out in various levels of society according to the target market segment and good price competition.

Keywords: UMKM; Impact of Covid-19; Marketing Strategy, Segmentation

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INTRODUCTION

The Covid-19 pandemic has had a huge impact on various sectors and aspects of life. In Indonesia, the Covid-19 pandemic has had a significant impact on tourism, the trade sector, industry including UMKM. Before the Covid-19 pandemic, UMKM were economic saviors that had been tested and were not shaken by the economic crisis and became alternative employment opportunities that were less able to provide job opportunities in the formal sector. In addition, UMKM are one of the factors that form the basis of Indonesia's economic growth which contributes to creating national investment, national gross domestic product, employment and creating national foreign exchange (Humaira, 2018).

Even so, there are many problems in UMKM in Indonesia, which are related to the lack of capital, difficulties in adapting to change, simple organizational structures with non-standard division of labor, low management quality, limited and low quality human resources, no financial reports, weak legal aspects. , and the low quality of technology. These problems result in weak business networks, limited ability to penetrate markets and market diversification, economies of scale are too small so it is difficult to reduce costs, profit margins are very small, and furthermore, UMKM do not have a competitive advantage (Dada and Fogg, 2016). New Normal is a new pressure on habits and behavior in adapting to implementing health protocols and maintaining a clean and healthy lifestyle. So in facing the current New Normal, of course, UMKM must think creatively and innovatively.

Lita et al. (2018) explained that business strategy is an organizational or corporate culture that creates and maintains superior value for customers with three elements which include customer orientation, competitor orientation and resource orientation. With a business strategy, it can make business people know the tastes or needs of consumers, product and service opportunities in the market and how a company can increase the selling value of its services compared to competitors. Besides that, business actors must also pay attention to resources and competitors (Utaminingsih, 2016). UMKM need to adopt a business strategy in order to be able to survive in the current dynamic situation. Tempe is a processed soybean food that is very popular because the price is relatively affordable for consumption by people from all walks of life, from the lower class to the upper class.

People's purchasing power for tempe products is very high. The tempe industry is a business with a small to medium scale industry with traditional production methods. Marketing research is part of the STP marketing strategy (segmentation, targeting and positioning). By conducting marketing research we will find out which strategy is more suitable and appropriate to meet consumer needs. It is hoped that this research can provide answers to segmentation and marketing strategies that must be carried out by business actors in order to run their business in the New Normal. The purpose of this study is to describe and explain segmentation and marketing in the New Normal for small industries that produce tempe, especially in the Sendangguwo, Semarang.

THEORITICAL REVIEW AND HYPOTHESIS DEVELOPMENT

Usaha Mikro, Kecil, dan Menengah (UMKM)

Usaha Mikro, Kecil, dan Menengah (UMKM), or micro, small, and medium enterprises (MSMEs), are productive businesses owned by individuals and/or individual business entities that meet the criteria of Micro Enterprises, business activities that can expand employment and provide wide-ranging economic services to the community and can play a role in the process of equity and increasing people's income, encouraging economic growth, and playing a role in realizing national stability. Micro-enterprises are one of the main pillars of the national economy that receive the main opportunities, support, protection and development broadly as a form of being a firm party to the people's economic business group, without having to neglect the role of large businesses and government-owned enterprises.

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 branch companies that are owned, controlled, or become part either directly or indirectly of Medium or Large Businesses that fulfill Small Business criteria.

Medium Enterprises are productive economic enterprises that stand alone, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become a part either directly or indirectly with Small Businesses or Large

Businesses with total assets net or annual sales results. There are various reasons why people are interested in running small businesses because small businesses give satisfaction to the perpetrators. Not only do they bring in abundant material, they are free to choose the type of business that suits their interests and talents, they are free to determine the amount of income each month, they are free to set working hours and time for their family, and they are free to determine the business goals they want to achieve.

Besides that, small businesses also offer many job opportunities, reduce poverty and have a contribution to national economic development. It turns out that small businesses have the strength to be able to flexibly face various environmental challenges. Business activities which, according to calculations of economies of scale, are not possible for large companies to carry out, basically become the strength of small businesses.

The strengths of these small businesses include: 1) developing new business creativity, creativity is not always done by presenting new products but can be done by imitating existing products; 2) small businesses are able to innovate; 3) the dependence of large businesses on small businesses; and 4) small businesses have strong resilience in facing economic crises.

In addition to the strengths possessed by Small and Medium Enterprises there are several weaknesses caused by the characteristics of their small size. These weaknesses include: 1) lack of management skills, small business actors often start entrepreneurship with limited resources and do not have a strategy for managing their finances; 2) failure rates and their causes.

According to Zonouzi et al. (2021), the small business failure rate of 44% is caused by a lack of competency in the business world which includes: first, a lack of mastery of the business sector being run and the ability to physically manage business activities. The second cause of failure is due to weak management capabilities (17%), namely the management of human resources and other resources. The third is an imbalance of experience, 3) limited resources, including limited funds, physical equipment and information regarding the insights possessed.

Market Segmentation

Market segmentation is a strategy for mapping target consumers based on their characteristics, needs or behavior so that companies are able to better identify these consumer groups. That said, through market segmentation, companies can find out which target consumers are right for their business. Thus, the business is expected to be able to provide optimal results and have high marketing effectiveness. In general, there are four types of market segmentation, namely:

1. Behavioral Segmentation, refers to grouping consumers based on their behavior towards the offered business products, starting from attitude, knowledge, reaction or response, loyalty, and use of related products from a customer. Usually, this type of segmentation is more tied to the consumer decision-making process;
2. Demographic Segmentation, another type of market segmentation is demographic segmentation, where consumer grouping focuses on aspects such as age, gender, occupation, education, marital status, and so on;
3. Psychographic Segmentation, is more likely to relate to the psychological aspects of the customer. Generally, the implementation of this segmentation is quite complicated because you have to understand the tastes of the target consumer in depth. For that, you can take advantage of surveys such as distributing

- questionnaires in order to find out the actual preferences of related consumers, such as lifestyle, hobbies, interests, and the like;
4. Geographic Segmentation, the grouping of consumers according to location aspects such as where they live. This one segmentation is of course no less important than the others considering the needs and uses of a product and service will always vary depending on location, condition, and weather.

Businesses must also follow each of these changes so that they can survive and continue to grow. The various objectives of market segmentation are as follows:

- a. Recognizing Business Competitors. One of the goals of market segmentation is to identify your various business competitors. The reason is, when you know which segment to work in, of course you will see who and how many competitors are in it. This can be a basic reference for determining the right marketing strategy. You can study, imitate or evaluate various marketing tactics to attract customers.
- b. Improving Service to Be Better. Another goal of market segmentation is to improve service to be much better. Yes, after knowing the market segmentation for your business, you can implement the appropriate services in it.
- c. Business Evaluation and Planning Materials. Market segmentation is also intended as an evaluation material or company planning. You will find it easier to understand and learn about every marketing strategy that has been implemented, so that you can make a good and smart business plan in the future.
- d. Improving the Effectiveness of Marketing Strategy. In addition, the purpose of market segmentation is to increase the effectiveness of the marketing strategy for the products and services offered. Because, with knowledge of target consumers, the marketing process of a business will be much more focused, starting from promotion, production, distribution, and so on.

Market segmentation has an important role for business because of the various benefits it provides. The benefits of market segmentation are help meet consumer needs, increasing consumer attractiveness, make it easier for companies to manage the products and services offered, helping companies focus on certain target consumer groups, open up greater opportunities for business growth, help marketing to be better and more focused, make it easier for companies to manage finances, especially for marketing, and increase competitiveness with competitors.

In carrying out the strategy and determining market segmentation, of course this cannot be done haphazardly. Basically, there are several basic requirements that companies or business people must fulfill, such as:

- a. Measurable, meaning that the distribution of consumers must be measurable, whether it's the size, area, quantity, or purchasing power in each market group.
- b. Distinguishable, meaning that each target market group can be clearly distinguished.
- c. Logical and accessible, meaning that market segmentation is something that can be implemented and is affordable by the company.
- d. Has a fairly large target scale or scope.
- e. The intended target market has the opportunity to provide benefits for the business.

Here are some steps that must be passed when segmenting the market:

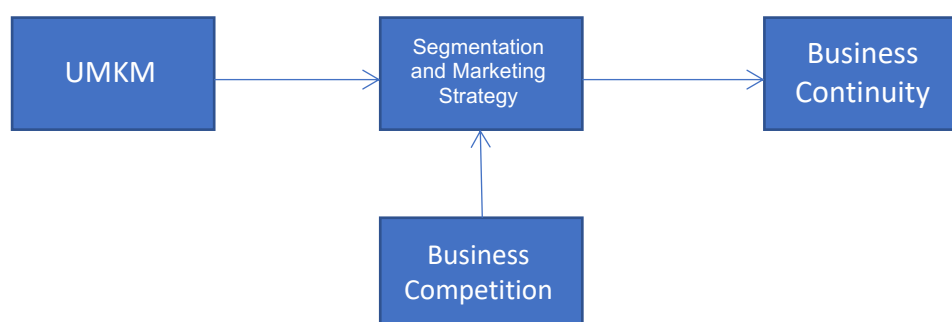
1. Survey Stage. The first step when you want to segment the market is a survey. Yes, you need to explore the target consumer first to get to know them in depth, whether it's by distributing questionnaires, interviews, and so on. This stage will help you collect the various types of information and data needed from the community or target market.
2. Analysis Phase. The second stage of market segmentation is analyzing information. If you already have the required data, then you must analyze the information to finally draw a conclusion. The results of the analysis will be used as the basis for grouping consumers based on their segments.
3. Identification Stage. The final stage of market segmentation is identification. Once you have the consumer-related data and analyzed it, you can then identify each of those target market groups. In this stage, you will finally find out which type of consumer your business will be marketing to.

Marketing Strategy

Marketing strategy is a measurable action intended to introduce the company's products to the wider community. Marketing strategy is a collection of business steps that have been combined both at the product introduction level to make consumers make purchases. There are four outlines that can explain the function of marketing strategy. Here's the review:

1. There is a standard for assessing the work performance of members in the field of business and company. With this standard, quality and quality control can be more effective.
2. As a tool in achieving various company goals in the long and short term.
3. To regulate the course of business. So, the coordination of the marketing team can run effectively and according to the target.
4. Will increase motivation in the business being carried out. The marketing strategy requires business people to be able to predict the course of the business in the future. And can give enthusiasm to the business so that the business can run optimally.

From the description above, it can be described the framework of thinking of this research is:



RESEARCH METHODS

The research approach to Segmentation and Marketing of UMKM Products in the New Normal (Study on the tempe industry in the Sendangguwo, Semarang) uses a qualitative approach, because both the subjects, objects and the nature of this study have special characteristics that cannot be approached by statistical procedures. This research method is

a process of exploring and understanding the meaning of individual or group behavior, describing social problems or humanitarian problems. The research process includes making research questions and procedures that are still provisional, collecting data in participant settings, analyzing data inductively, building partial data into themes, and then providing interpretation of the meaning of a data.

Qualitative research methods are carried out intensively, researchers participate in the field, record what happened in the field, conduct a reflection analysis of various documents found in the field and make detailed research reports. The stages that must be carried out in the qualitative research method include: 1) the stage of seeking information, namely describing what was seen, heard, felt and asked; 2) the reduction/focus stage, namely the researcher reduces all the information that has been obtained in the first stage, then the researcher reduces the data found to focus on a particular problem. At this stage the researcher sorts the data by selecting interesting, important, useful and new data; 3) the selection stage, at this stage the researcher outlines the focus that has been set in more detail.

After the researcher conducts an in-depth analysis of the data and information obtained, the researcher can find the findings. The process of obtaining data or information at each stage (description, reduction, selection) is carried out in a circular manner, repeatedly in various ways and from various sources. The data was obtained from in-depth interviews with key informants. While the research instrument is the researcher himself.

Place of research is a place where research will be conducted, to obtain data or information related to the problem or research focus. The place of research in relation to the survival strategy of tempe businessman in facing competition in the Covid-19 (Study on the tempe industry in the Sendangguwo, Semarang) is the tempe businessman in the Sendangguwo, Semarang. Research informants used in relation to the survival strategy of tempe businessman in the Sendangguwo, Semarang.

RESULTS AND DISCUSSION

The research object is tempe businessman in the Sendangguwo, Semarang. Sendangguwo Sub-District in Semarang is one of the areas that has the tempe industry sector, there are 10 tempe businessman, with an average income of making tempe industry reaching Rp. 2,500,000.00 – Rp. 4,000,000.00 per month. Tempe entrepreneurs are dominated by men, while women as wives play a role in helping their husbands run the business. Tempe processing is done every day. Soybeans will go through a fermentation process and take 3-4 days to become tempe. Businessman are assisted by an average of 2-3 workers. Tempe processing starts from 10 a.m until 4 p.m. Tempe produced is tempe wrapped in plastic, tempe is deposited to traders to be resold. - 6 years.

The reason for choosing the tempe business is that it is a hereditary family business, does not require large capital, does not require high expertise and has broad market potential. Research informants are people who are used to provide information about the situation and background conditions of the research and are people who really know the problems that will be examined (Moleong 2015). The Covid-19 has not only had an impact on health, but has also had an impact on the economic sector. Government policies that encourage social distancing to suppress the spread of Covid-19 have contributed to reducing buying and selling activities in the community.

The impact of government policies was also felt by tempe businessman, especially in the Sendangguwo, Semarang, where the business of making tempe experienced a significant decline. Tempe product segmentation has a fairly large scale and scope because it can reach various groups of people, both from the lower middle class, the middle class, and the upper

middle class. This is because tempe are products that are very suitable and unique to the tastes and temperaments of some people in Indonesia. In addition, tempe can be processed into various types of food which are also liked by all levels of society, even in certain areas, tempe is also processed into special foods that can become the hallmark of the city.

One of the typical processed tempe is Sambal Tumpang. Sambal Tumpang is commonly found in the city of Kediri, East Java and is usually used as a complement to the typical Kediri like a pecel. Sambal Tumpang made from tempe which is almost stale and smells bad. The tempe is mashed together with bird's eye chilies, red chilies, galangal, shallots, garlic, bay leaves, salt and sugar. So that this chili sauce tastes more savory, usually this chili sauce is doused with hot cooking oil. This Sambal Tumpang has a distinctive taste of stale tempe which is savory and very delicious. This tempe product is able to boost the culinary sector so that in terms of segmentation it is very easily accepted by all Indonesian people.

Apart from the culinary sector, the tourism sector can also be used to help increase the sales of tempe producers, as is the case with tempe which is processed into keripik tempe. Keripik tempe are also one of the traditional foods made from processed tempe which are very delicious and popular. Keripik tempe are snacks that are commonly found in several areas in East Java, such as the city of Malang for example. The city of Malang even has a special village that produces keripik tempe and is sold to tourists who are on vacation in Malang for souvenirs. This village is called Kampung Sanan, where most of the residents process tempe to make keripik tempe with various flavors which will later be sold at many souvenir centers in the city of Malang.

The marketing strategy needed so that tempe can survive in the new normal era is an online-based marketing strategy, bearing in mind that during the pandemic, many people limited physical contact, so tempe producers should have started implementing an online marketing system such as using the WhatsApp application, Google Maps, even entered several marketplaces such as Shopee, Grab, Gojek, and Tokopedia. With online marketing, it is hoped that market segmentation, which previously only existed in one region, is expected to expand market share to become one or several provinces. With online marketing, people can do price comparisons, and this will be good price competition for many consumers so that they can choose a price that is in accordance with the quality of the tempe.

This online marketing strategy is also very effective and efficient because tempe can produce in accordance with the number of incoming orders, so that the raw materials purchased and made can be adjusted to the capacity of incoming orders so that the quality of tempe can be guaranteed (avoiding the manufacture excessive tempe so that the taste and quality of tempe is better which is always produced and then sold out). In addition, online marketing also has added value in the process of distributing tempe to be faster, effective and efficient so that tempe products can be fresh and don't take too long in the distribution process, because if it takes too long in the distribution process it will make the tempe products experiencing a decrease in quality in terms of taste and this will cause a loss of consumer confidence in the quality of the resulting tempe.

The distribution process that can be done is to use instant applications through Instant Grab and Instant Gosend or even manufacturers need to work with couriers or expeditions that are capable of instant distribution within approximately 2 hours. This can make consumers happy and create loyalty to make repeat orders. In addition to establishing an online marketing strategy, manufacturers can also apply a pricing strategy system. The price system in question is to provide special prices, such as buying wholesale or in large quantities will be given a special price that is different from the retail price. Giving wholesale prices can also increase sales for producers because consumers are expected to buy in large quantities to be resold.

This is quite significant if it is supported by an online strategy so that tempe producers can rise in the New Normal after experiencing pandemic conditions.

CONCLUSION

Based on the description above, it can be concluded that tempe product segmentation can be accepted by all levels of society and this can boost the economic sector through various other supporting sectors, such as the culinary sector and the tourism sector because tempe products have inexpensive prices and are favored by most Indonesian society. The marketing strategy used so that tempe products can compete in the New Normal era is using an online marketing strategy and a pricing strategy. Because the pricing strategy will significantly support online marketing methods and will create consumer loyalty. This can increase sales of tempe and overcome problems that have been feared by tempe producers.

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