

Decision Making of Marketing Strategy CV. Gabovira Sinar Cemerlang in Facing the COVID-19 Pandemic

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ABSTRACT

Introduction: Inaccurate marketing strategy which was carried out by CV. Gabovira Sinar Cemerlang in dealt with the COVID-19 Pandemic had an impact on sales trends in each month which tend to fluctuate; the aim of the researcher was to find out what should marketing strategy CV did. Gabovira Sinar Cemerlang and which marketing strategy was prioritized in increased the sales trend of CV. Gabovira Sinar Cemerlang during the COVID-19 pandemic.

Research Methods: Researchers used descriptive analysis methods and used Soft System Methodology (SSM) and Analytical Hierarchy Process (AHP) methods.

Analysis and Discussion: The factors that influence the results of the research on the success of the marketing strategy of CV. Gabovira Sinar Cemerlang there were five sub-criteria for online factors such as market place, social media, website, e-mail marketing and interactive advertising, Five sub-criteria for offline factors such as word of mouth, public relations, direct marketing, events and sales promotion. The priority of alternative strategies, namely increased promotion and socialization programs, promoted the new innovative motif of batik more than before, customer relation programs (improved good relations with consumers) and changed services that further ensure the safety (sterility) of batik products and showrooms with quality goods up to the hands of consumers.

Conclusion: The strategy for surviving the COVID-19 pandemic is learn more detail and take advantage of technology that was already existed by sold through digital marketing, e-

commerce, innovated products and kept loyal customers.

Key words: Marketing Strategy, Analytical Hierarchy Process (AHP), COVID-19 Pandemic

INTRODUCTION

The variety of Indonesian batik has different patterns, which have a specific meaning or meaning and a sign, a symbol that symbolizes the characteristics of the area, for example, Lampung batik with Siger motif, Lampung script, elephants, ships, plants such as coffee, pepper, wood fibers, roots and many other batik motifs that characterize the Lampung area. Lampung Province has tourism, customs, various kinds of unique arts and cultures. Currently the tourism sector is an important aspect of economic progress. Service Tourism in Lampung Province has targeted 12 million tourists visiting Lampung by 2020, but this target was not achieved due to the COVID-19. The impact of the COVID-19 has greatly affected the health department, the outbreak which originated in Wuhan, China is now detrimental to trade throughout the global region including Indonesia. During this period, the Province of Lampung has developed a batik cloth that has a Lampung regional motif. The motifs are taken from traditional Lampung fabrics that have been developed previously with more trendy modifications without destroying the values contained in these motifs. In the middle of a population environment, the existence of

micro, small and medium enterprises (MSMEs) is very influential on people who have no livelihood. Companies must be more creative and innovative in taking opportunities for marketing strategies ranging from creative collaboration, creative relationships with consumers, creative in providing excellent service both online and offline models. This discussion is meaningful in order to find out how the marketing strategy of CV. Gabovira Sinar Cemerlang in dealing with the COVID-19 pandemic. To find out how to prioritize marketing strategies to increase CV sales trends. Gabovira Sinar Cemerlang during the COVID-19 pandemic. Until 2018 the Central Statistics Agency (BPS) recorded that the number of MSMEs that expanded in Indonesia was 64.2 million and in 2020 the Ministry of Communication and Information (Kominfo) was 9.4 million MSMEs that had marketed their products through Go Online, which means as many as 54.8 million MSMEs that still cannot take advantage of online media to promote their products. The Ministry of Cooperatives and MSMEs hopes that MSMEs in Indonesia can accelerate the transformation to digital with e-commerce players that can have a positive impact on the Indonesian economy. The strategy of surviving the COVID-19 pandemic to increasing the income of an MSME, there are several efforts that can be used, such as learn in more detail and making good use of existing technology by selling through digital marketing, e-commerce, innovating products and keeping loyal customers and adding service to consumers both offline and online as well as to establish optimal relationships with consumers

LITERATURE REVIEW

Siagian (2016: 29) argues that strategy is a line of basic decisions and activities that are created for top management and implemented for the entire series of an organization in the design of achieving organizational direction.

Stephen P. Robbins-Mart Coulter (2014: 267) argues that strategic management embodies a fundamental obligation that includes all management roles from leading, controlling, organizing and basic planning carried out by managers to develop organizational strategies.

Marketing Mix, which is element of the marketing concept that bears the obligation that meets the requirements for controlling consumers as well or wearer in the long run as the key to gain profits and buy products offered.

Kotler and Keller (2016: 27) suggest that Marketing management is the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering and communicating superior customer value
Meaning: Marketing management is the art and science of choosing target markets and reaching, retain and grow customers by creating, delivering and communicating superior customer value.

Meanwhile, Baron and Byrne (in Kusumawardani, et al: 2013) suggest that decision making creates procedures through a consolidation of groups or individuals for the purpose of determining one of the various possible activities that integrate existing information.

WHO stated that COVID-19 is a new disease and epidemic that emerged in December 2019 in Wuhan, China. This outbreak is caused by a virus of the unknown coronavirus type that attacks the respiratory tract, such as fever, loss of taste or smell, and difficulty breathing or shortness of breath.

RESEARCH METHODS

The type of research that will be carried out is library research and field research, this research is carried out by conducting a direct review to the CV. Gabovira Sinar Cemerlang with observation methods, in-depth interviews, questionnaires and documentation. The research design used descriptive method through a qualitative approach. The

population in this research amounted to 7 people, who is from internal companies, partners and academics. Determination of sources is determined based on the involvement of sources in every event that occurs by the sources so that the information needed is very helpful for researchers in data collection. Regarding the composition of the speakers during this research are:

1. Gatot Kartiko as the owner of CV. Gabovira Sinar Cemerlang
2. Novia Friska Anggraeni, S.Sos and Oktaviana as employees of CV. Gabovira Sinar Cemerlang
3. Tri Lestira Putri Warganegara, SE., MM. As an Academic Lecturer who understands marketing strategy
4. Andri Saprianto as the owner of Deandra Batik Lampung
5. Yulidarmi, ST., MT. and Yulia, SE. as a batik customer CV. Gabovira Sinar Cemerlang

Soft System Methodology (SSM) is a methodology that can be used to deal with problems with a holistic approach in observing the viewpoints and paradigms of society that are not structured and are continuously changing dynamically by using a variety of analytical tools which can find a balance between elements. element.

According to Yusuf S. Barusman, Appin Purisky Redaputri (2018) concluded that Soft System Methodology (SSM) is a holistic approach in seeing real and conceptual aspects in society. Soft System Methodology (SSM) can see everything that happens as a human activity system because a series of human activities can be called a system, which each activity relates to one another and forms bonds. To learn in every human activity that can be managed to achieve certain goals by means of a soft systems approach which is considered the most productive methodology.

Thomas Lorie Saaty from Wharton Business, is the first developer of Analytical Hierarchy Process (AHP) or Process Analytical Hierarchy (PHA) in the 1970s

which used to collect a ranking or priority order of various alternatives in solving an event. Saaty (1993) suggests hierarchy as a representation of a very complex event in a multi-level structure where the first level is the goal, the second level is the criteria factor, the third level is the sub-criteria factor and so on down to the factor level until the last, the alternative.

Analytical Hierarchy Process (AHP) work's principle is simplify an unstructured and complex problem that is strategic and dynamic by structuring a series of variables in a hierarchy (Eriyanto et al, 2007). A complex problem can be solved into groups which after that can be arranged into a hierarchical form so the problem will appear more structured and systematic. Data is purely qualitative in nature based on perception, experience or intuition.

ANALYSIS AND DISCUSSION

In this chapter, researcher will discuss the CV Marketing Strategy. Gabovira Sinar Cemerlang during the COVID-19 pandemic, efforts that have been made by the CV. Gabovira Sinar Cemerlang to reduce weaknesses, threats and how to analyze CV. Gabovira Sinar Cemerlang using Analytical Hierarchy Process (AHP) analysis method. Based on the results in-depth interviews or structured interviews with several sources are explained by the figure below:

Based on Analytical Hierarchy Process (AHP) above, there are three (3) hierarchy levels, the first level is the Goal (goal) of increasing the sales of CV. Gabovira Sinar Cemerlang, two (2) Criteria called Online and Offline, ten (10) Sub Criteria called Market Place, Social Media, Website, E-mail Marketing, Interactive Advertising, Word of mouth, Public Relations, Direct Marketing, Event, Sales Promotion and Four (4) Alternatives, called Customer relation programs (improving good relations with consumers), promoting the new innovative motif of batik more than before, changing services that pay more attention to safety (sterile) of batik products

and showrooms and increasing promotion and socialization programs.

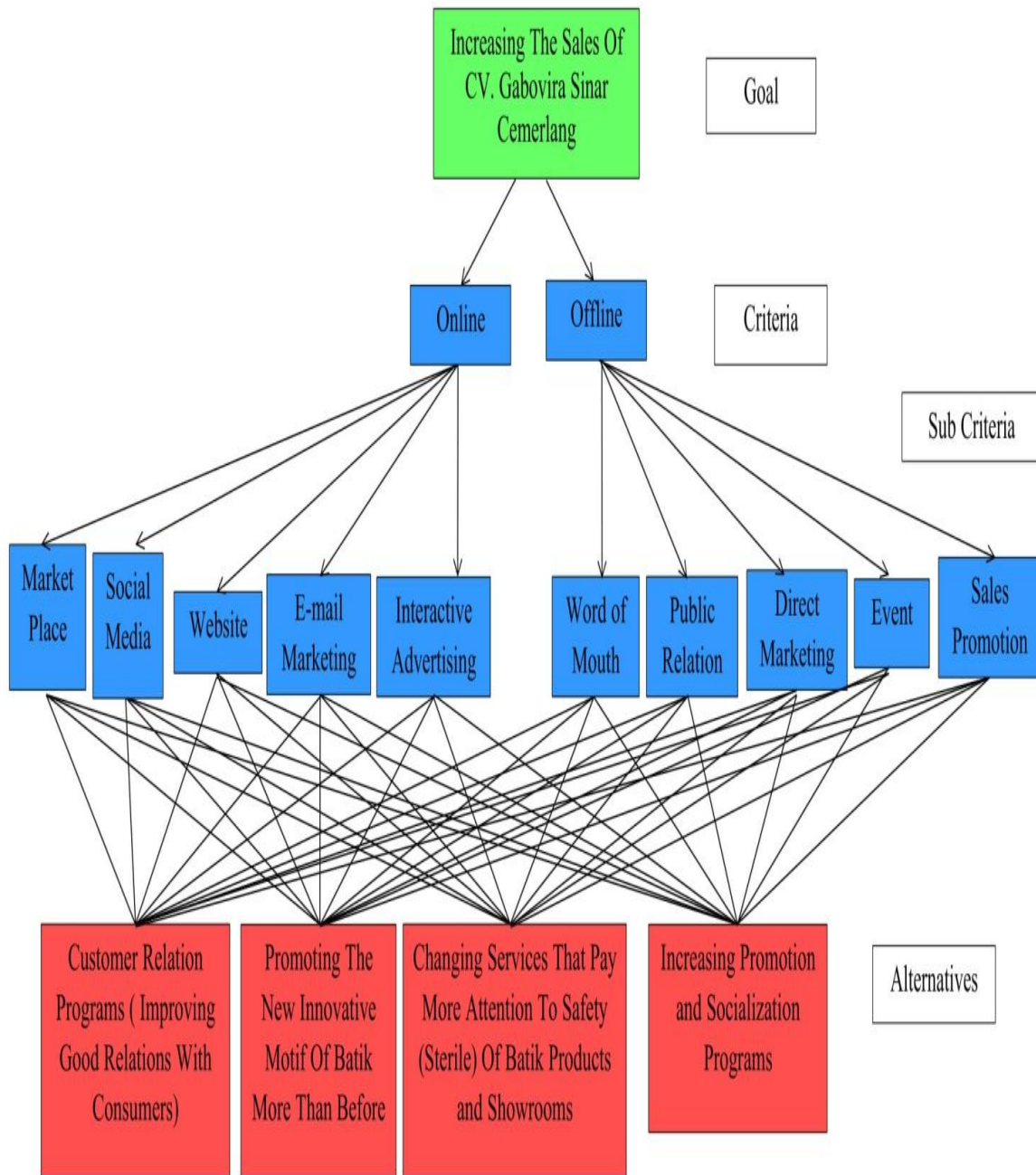


Figure 1. Analytical Hierarchy Process (AHP) Research

Based on each resource person who is the owner of CV. Gabovira Sinar Cemerlang, Employee of CV. Gabovira Sinar Cemerlang, Academic Lecturer,

Customer CV. Gabovira Sinar Cemerlang, and competitors, the results of the combination of decision making modeling are below:

Table 1: Combined Questionnaire Calculation Results

Level 1	Level 2	Alts	Prty
Percent Online (L: ,797)			79.8
Online (L: ,797)	Percent Market Place (L: ,271)		21.6
Online (L: ,797)	Market Place (L: ,271)	Customer relation program (improving good relations with consumers)	0.047
Online (L: ,797)	Market Place (L: ,271)	Promoting the new innovative motif of batik more than before	0.061
Online (L: ,797)	Market Place (L: ,271)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.031
Online (L: ,797)	Market Place (L: ,271)	Increase promotion and outreach programs	0.077
Online (L: ,797)	Percent Social Media (L: ,398)		31.7
Online (L: ,797)	Social Media (L: ,398)	Customer relation program (improving good relations with consumers)	0.06
Online (L: ,797)	Social Media (L: ,398)	Promoting the new innovative motif of batik more than before	0.073
Online (L: ,797)	Social Media (L: ,398)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.038
Online (L: ,797)	Social Media (L: ,398)	Increase promotion and outreach programs	0.146
Online (L: ,797)	Percent Website (L: ,140)		11.1
Online (L: ,797)	Website (L: ,140)	Customer relation program (improving good relations with consumers)	0.021
Online (L: ,797)	Website (L: ,140)	Promoting the new innovative motif of batik more than before	0.051
Online (L: ,797)	Website (L: ,140)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.012
Online (L: ,797)	Website (L: ,140)	Increase promotion and outreach programs	0.027
Online (L: ,797)	Percent E-mail Marketing (L: ,058)		4.6
Online (L: ,797)	E-mail Marketing (L: ,058)	Customer relation program (improving good relations with consumers)	0.019
Online (L: ,797)	E-mail Marketing (L: ,058)	Promoting the new innovative motif of batik more than before	0.009
Online (L: ,797)	E-mail Marketing (L: ,058)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.005
Online (L: ,797)	E-mail Marketing (L: ,058)	Increase promotion and outreach programs	0.013
Online (L: ,797)	Percent Interactive Advertising (L: ,134)		10.7
Online (L: ,797)	Interactive Advertising (L: ,134)	Customer relation program (improving good relations with consumers)	0.022
Online (L: ,797)	Interactive Advertising (L: ,134)	Promoting the new innovative motif of batik more than before	0.043
Online (L: ,797)	Interactive Advertising (L: ,134)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.013
Online (L: ,797)	Interactive Advertising (L: ,134)	Increase promotion and outreach programs	0.029
Percent Offline (L: ,203)			20.2
Offline (L: ,203)	Percent Word Of Mouth (L: ,387)		7.9
Offline (L: ,203)	Word Of Mouth (L: ,387)	Customer relation program (improving good relations with consumers)	0.024
Offline (L: ,203)	Word Of Mouth (L: ,387)	Promoting the new innovative motif of batik more than before	0.015
Offline (L: ,203)	Word Of Mouth (L: ,387)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.017
Offline (L: ,203)	Word Of Mouth (L: ,387)	Increase promotion and outreach programs	0.023
Offline (L: ,203)	Percent Public Relation (L: ,207)		4.2
Offline (L: ,203)	Public Relation (L: ,207)	Customer relation program (improving good relations with consumers)	0.018
Offline (L: ,203)	Public Relation (L: ,207)	Promoting the new innovative motif of batik more than before	0.007
Offline (L: ,203)	Public Relation (L: ,207)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.006
Offline (L: ,203)	Public Relation (L: ,207)	Increase promotion and outreach programs	0.011
Offline (L: ,203)	Percent Direct Marketing (L: ,138)		2.7
Offline (L: ,203)	Direct Marketing (L: ,138)	Customer relation program (improving good relations with consumers)	0.007
Offline (L: ,203)	Direct Marketing (L: ,138)	Promoting the new innovative motif of batik more than before	0.005
Offline (L: ,203)	Direct Marketing (L: ,138)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.008
Offline (L: ,203)	Direct Marketing (L: ,138)	Increase promotion and outreach programs	0.007
Offline (L: ,203)	Percent Event (L: ,095)		1.9
Offline (L: ,203)	Event (L: ,095)	Customer relation program (improving good relations with consumers)	0.003
Offline (L: ,203)	Event (L: ,095)	Promoting the new innovative motif of batik more than before	0.006
Offline (L: ,203)	Event (L: ,095)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.006
Offline (L: ,203)	Event (L: ,095)	Increase promotion and outreach programs	0.004
Offline (L: ,203)	Percent Sales Promotion (L: ,173)		3.5
Offline (L: ,203)	Sales Promotion (L: ,173)	Customer relation program (improving good relations with consumers)	0.007
Offline (L: ,203)	Sales Promotion (L: ,173)	Promoting the new innovative motif of batik more than before	0.007
Offline (L: ,203)	Sales Promotion (L: ,173)	Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.006
Offline (L: ,203)	Sales Promotion (L: ,173)	Increase promotion and outreach programs	0.015

Data source: Data processed by researchers in 2021

Overall Inconsistency: 0.01

The alternative marketing strategy of CV. Gabovira Sinar Cemerlang during the COVID-19 Pandemic, such as:

1. Customer relation program (improving good relations with consumers)
2. Promoting the new innovative motif of batik more than before

3. Changes in services that further ensure the (sterile) safety of batik products and showrooms
4. Increase promotion and outreach programs

Results of Descriptive Data Analysis of Sales Increase Priority at CV. Gabovira Sinar Cemerlang:

Table 2: Alternative Weights Priority Increasing Sales Trend

Alternative Priority to Increase Sales Trend	Weight
Customer relation program (improving good relations with consumers)	0.231
Promoting the new innovative motif of batik more than before	0.275
Changes in services that further ensure the (sterile) safety of batik products and showrooms	0.147
Increase promotion and outreach programs	0.347

Data source: Data processed by researchers in 2021

Based on the results of the data that can be obtained from the analysis by researchers, the priority alternative that is most prioritized by the resource persons is increasing the promotion and socialization program which is (0.347) then promoting the new innovative motif of batik more than before which is (0.275) then customer relation program improve good relations with consumers) which is (0.231) and changes in services that further ensure the safety (sterile) of batik products and showrooms which is (0.147)

1. Improved the promotion and outreach programs with creative skills to increase promotion and outreach both online and offline. In other side, an income will be able to increase, even though there were still many people who bought by directly went to the showroom, but in the era of all technology or the era of digitization, everyone had knew how to shop by utilizing technology that was existed. There were 3 types of received digitization: 1. Changed products and developed online marketing methods, maximized financing systems and business procedures. 2. Did gather with both rised trendy businesses and start-up businesses. 3. Improved and educated the framework of business managers in order to deepen the understanding of business barriers. Online through advertisements, events, exhibitions, fashion shows but due to the COVID-19 pandemic, many events, exhibitions and fashion shows that have been canceled but can be diverted by taking part in virtual events, exhibitions and fasion shows, using social media such as Instagram, e-commerce, digital marketing, Facebook, WhatsApp, Tiktok and market places like Shopee, Bukalapak, Lazada, and Tokopedia by

using voucher codes, discounts or with cashback and free shipping. In increased the income of MSMEs and the performance of e-commerce marketing, it had a very significant and positive effect which has been able to create a digital market with prices that were more open, accessible, easy to reach new consumers efficiently, reach a wider market share and reduced promotional costs. E-commerce can be used by companies and MSME players as a selling portal and media learning, observational sales made by competitors by adopting it. Hendrawan et al. (2019) argued that digital marketing has a very significant and positive influence on increasing sales of the MSME sector. There are some digital marketing that carried out by companies and MSMEs in marketing products, such as 1. Intensively publishing product photos or videos on social media accounts. 2. Utilized social media networks that are easily accessible to the public with applicable regulations. 3. Made a live product promos or broadcast educational videos on the introduction of quality marketing products through social media. 4. Involved customers in choosing products and use the word hashtag (#) so consumers can easily find the product. MSME business actors should open mind to the technology that is always developing. The large number of people who make purchases online on the grounds that they are more efficient in cost and time, reduce the extra effort to spend to avoid the hassle of carrying groceries, easy to compare prices for the same product, the number of discounts offered. There were several advantages that can be obtained by selling online, which is building models and the digital

world ecosystem by building and creating competitive customers and industries that can change competitors, consider digital and social strategies so that they can implement the strategies so that they can expand the company's capacity. In the offline way, mouth of mouth which does not require a lot of promotional costs but has a high impact on the competition for batik culture and directly can increase consumer purchase intentions, provide member cards or ID cards for loyal customers, provide bonuses for customers if they purchase in large quantities or a bonus commemorating the big holidays. As well as socializing the diversity and uniqueness of typical Lampung batik by holding Lampung batik seminars, socializing schools, government agencies and private employees.

2. Promoting the new innovative motif of batik more than before, having beautiful, creative and innovative motifs in every Lampung batik cloth which contains motif ornaments, such as siger, plants (roots, coffee, pepper and leaves), animals (elephants and rhinos), trees life which has a deep philosophy for the people of Lampung, is a symbol of life with a scattering of life is usually used for subordinate clothing by women as a complementary cloth, a boat that symbolizes fishermen in Lampung area and sabage or sembagi cloth which has various functions and uses such as traditional events, religion, weddings. Meanwhile, batik with dark color is used for covering the corpse. Sembagi batik has become a typical Lampung batik icon with the main characteristic on the strands of flowers and coffee flowers along the cloth, combined with the typical Lampung ornaments, such as elephants, boats and the traditional Lampung crown, called siger, to be equipped with a filter ornament by following community trends and community needs. Companies and MSME business actors must be able to

improve product quality, product resilience, make product improvements, control product quality carefully and ensure product sterility is in the hands of consumers so that companies indirectly regain a level of consumer confidence that can affect good service to consumers, so Lampung can increase batik cultural tourism together with business ventures and creative agencies with the support of great leaders.

3. Customer relation program (improving good relations with consumers). Strengthening good relations with consumers is a long-term, which means that companies and MSMEs who have good relationships with consumers are able to convince that consumers' efforts to use the products offered by the company are not a mistake, but a right choice. Kotler, Philip and Amstong (2012) argued that Relationship Marketing is a strong relationship and equally provides benefits between business actors and consumers and focuses on building good relationships with loyal customers until the creation of continuous transactions and the formation of customer loyalty, however, The lack of maximization of relationship marketing's application or the lack of understanding of relationship marketing by MSMEs has a less significant effect in increasing marketing performance. By increasing good relationships with consumers and strengthening cooperative relationships, connections or partners with government agencies, schools, private employees and having good and attentive communication, focus on royal customers by giving appreciation to royal customers every day personal. Companies and MSME entrepreneurs must have more points in themselves, nawhich can be able to be trusted by the community, being thorough, friendly and providing excellent service so that business actors can retain customers and bring in new consumers. This method can be a

strategy that can be used by companies and MSMEs in creating a relationship between business actors and consumers in the future as well as creating customer loyalty. Pramono & Tripayana (2020) and Lestari & R (2019) suggest that service quality and product quality maintain a significant influence on customer purchases and can increase customer satisfaction, ultimately creating customer loyalty. The importance of service performance that has the determination to do business can be a view of the psychological linkages of customers that benefit the progress of the company's long-term survival.

4. The changes of service that further ensure the (sterile) safety of batik products and showrooms. by entering the showroom by carrying out 3M (wearing masks, washing hands, keeping your distance) and checking the temperature of customers, entering the showroom quietly which makes other consumers feel anxious and worried, to show the safety of consumer products, for example after fitting clothes, clothes that have been used by consumers are put into the clothes box and not immediately hung back, but sterilized first. After being sterilized, they can be put back on display and always sterilize showroom security. Companies and MSME entrepreneurs can also add features or improve quality by providing delivery services using hotlines that are easily accessible to consumers, using delivery either using company-owned delivery services or using Gojek, Grab, Maxim application. Trust appearance, consumer loyalty if the company and MSMEs can provide excellent service and customer satisfaction. During the COVID-19 pandemic, consumer safety guarantees are an important factor in business continuity.

CONCLUSION

Based on the research, there are several conclusions, such as:

1. Based on the factors that affect the success of the Marketing Strategy, namely:
 - a. Online factors, called: Market Place, Social Media, Website, E-mail Marketing, Interactive Adversiting
 - b. Offline factors, called: Word Of Mouth, Public Relations, Direct Marketing, Events, Sales Promotion.
2. Alternative marketing strategy of CV. Gabovira Sinar Cemerlang, such as:
 - a. Customer relation program (improving good relations with consumers)
 - b. Promoting the new innovative motif of batik more than before
 - c. Changes in services that further ensure the (sterile) safety of batik products and showrooms.
 - d. Increase promotion and outreach programs
3. Alternative priority strategies of CV. Gabovira Sinar Cemerlang, which is increasing promotion and socialization programs with a value of (0.347)
4. Increasing promotion and socialization programs to be the first priority alternative for increasing sales trends. CV. Gabovira Sinar Cemerlang promotion and outreach is a process of understanding in two directions, which is the community understands the existence of Lampung batik with very good quality and the company understands what is trending in society. Socialization activities are carried out to introduce Lampung batik products to the community, raise public awareness of the existence of Lampung batik with very good quality, accept and support the existence of Lampung batik while the promotion of activities is to inform, persuade or influence the community to buy Lampung batik,
5. As MSME players should show their concern for people who experience difficulties during the COVID-19 pandemic by building empathy with customers, couriers who serve delivery

services will be given a product or promo scheme, leaving half the income for people who are directly affected by COVID-19.

6. CV. Gabovira Sinar Cemerlang is working on opening a Reeller in the regency-district that is comfortable, safe and complies with health protocols.
7. The MSME industry that can stand firm in the era of the COVID-19 outbreak is the MSME industry that makes good use of sales through digital media

SUGGESTION

1. CV. Gabovira Sinar Cemerlang should focus on improving promotional and socialization programs to increase sales trends by further enhancing promotional creativity skills both directly through events, exhibitions, fashion shows both in person and virtually and through social media such as Instagram, Facebook, WhatsApp and market places. such as Shopee, Bukalapak, Lazada, and Tokopedia with discounts, advertisements, free postage or membership cards for loyal customers and socialization to introduce Lampung batik so as to raise public awareness about the existence of Lampung batik which has very good quality.
2. Don't too much focus on sales but show empathy CV. Gabovira Sinar Cemerlang, in response to the COVID-19 outbreak, must maintain consumer safety, keep consumers feel safe and comfortable when shopping offline.
3. CV. Gabovira Sinar Cemerlang must also be more creative and innovative in making batik products with many unique and aesthetic motives, creative in working together, creative in building relationships with consumers, creative in providing excellent services both online and offline models.

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