

**MANAGEMENT OF GLOBAL CRISIS IN TOURISM BUSINESS: EXAMINING THE
MARKETING COMMUNICATION STRATEGIES AMIDST PANDEMIC TIMES FOR
TOURS AND TRAVEL AGENCIES IN INDONESIA.**



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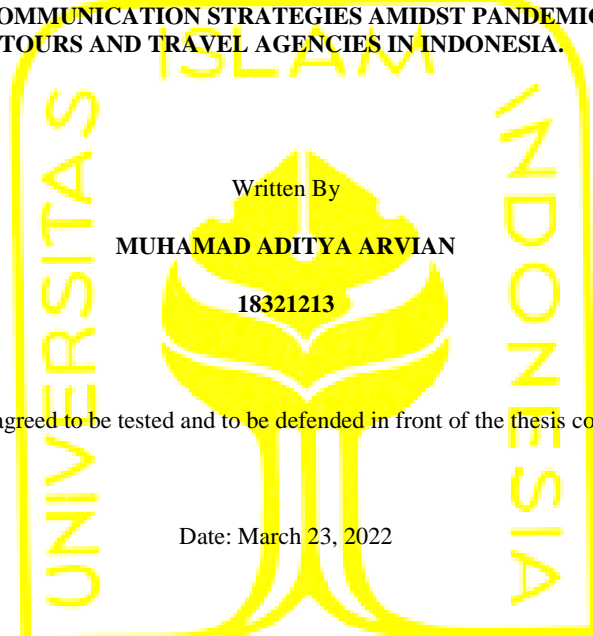
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AGREEMENT SHEET
UNDERGRADUATE THESIS

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VALIDITY SHEET

UNDERGRADUATE THESIS

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Statement of Academic Ethics

Bismillahirrahmanirahim

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Through this letter i stated that:

1. During the process of accomplishing this thesis research, researcher did not perform academic frauds in any kind of form, such as plagiarism, involving others in making the thesis, or any other kind of violations which are contradicting the academic ethics highly upheld by Universitas Islam Indonesia
2. Therefore, this thesis is a pure form of my scientific work as a student and a researcher, and not involving other people/parties.
3. Should there be any occasion, after i graduate from the Communication Science Department in Faculty of Psychology and Social-Cultural Science of Universitas Islam Indonesia, which states that this thesis has a strong evidence of being a plagiarized work or conducting academic frauds, i will be responsible for all the consequences and academic sanctions that has been set by Universitas Islam Indonesia

Hence this statement is truly sincere

Yogyakarta, 17 February 2022

Stating,



Muhamad Aditya Arvian

18321213

MOTTO

***“Verily, along with every hardship is relief
Verily, along with hardship is relief.”***

-Ash-Sharh 94:5-6

“The quality of a leader is reflected in the standards they set for themselves”

-Ray Kroc

Dedication

I dedicate this work to :

My parents, Agus Ramdani (Father), Noviani (Mother), and M. Habil Ferdinand (Brother)

FOREWORD

Assalamu'alaikum Wr.Wb

Alhamdulillahirabbil'alamin, all praise is due to Allah SWT for His unlimited grace and blessings. Shalawat and salam is always poured out to our great prophet Muhammad SAW, and all his family, friends, and relatives who always strive in the way of Allah SWT to uphold Islam and its values until the end of time, so that the writer could accomplish this undergraduate thesis entitled “Management of Global Crisis in Tourism Business: Examining the Marketing Communication Strategies Amidst Pandemic Times For Tours and Travel Agencies in Indonesia”.

It was never an easy process for the writer to accomplish this type of work. As a matter of fact, in accomplishing this undergraduate thesis, the writer admits that this work would not be finished without several ‘assistance’ from the beginning of the process until the end. What the writer means by ‘assistance’ here is that there are several parties involved and helped the writer in terms of prayers, cheers, support, guidance, motivation and advice that are essential for the writer to generate new ideas and make it possible to accomplish the work. Therefore, the writer want to thank all the parties involved, which are mentioned below:

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2. Dean, vice dean, all staff and members of Faculty of Psychology and Social-cultural Science
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Yogyakarta, 27 Februari 2022

Muhamad Aditya Arvian

Abstract

The COVID-19 pandemic started in late 2019 has impacted many aspects of human lives significantly. Many countries in the world are limiting the physical interactions between the people, which is believed to be the main cause of the virus spread. This restriction had resulted in a declining phase of economic activities in almost every sector. One particular sector affected heavily by the pandemic is the tourism sector, specifically travel agencies, whose main source of revenue is to provide tours and travel services to the people with travel needs. While people are restricted to travel, there are many agencies struggling to survive due to this reason. This research aims to uncover the marketing communication strategies used by the travel agencies during the pandemic situation, in which these agencies are barely making any revenue from. Using qualitative approach as the research method and constructivism as the paradigm, it is found out from several interviews that both research objects, WITA Tour and Petualang Wisata are mainly utilizing social media marketing as their main strategy to attract tourists during the pandemic, along with several other marketing tools. After the travel restrictions had loosen, these agencies went back to using conventional, direct marketing which is more reliable. Despite the differences, offline and online are effective in promoting the tourism packages and services according to the people's needs. Moreover, these agencies also gain support from other travel agencies, associations, and local governments in reviving domestic and international tourism.

Commented [1]: Abstract have been shortened

Keywords: *Marketing Communication Strategies, Tourism Management, COVID-19 Pandemic, Tourism Marketing.*

CHAPTER I

INTRODUCTION

A. Background

Tourism is an inseparable aspect of human lives. Every year, people from various regions, range of age, race, and nationality would travel to some places outside their region. Whether it is a holiday, business meeting, field trip, or visiting family members, tourism has always been a promising business, local or international. Since the medieval era, people often travel in order to gather food, deliver information, or to cope with new environments outside their homeland. Meanwhile in the modern world, it is through tourism that an individual would be able to 'increase their knowledge' regarding other places, countries, and regions because the individual can experience and see for themselves what goes on in the designated place. Dr. Ramjit (2016) stated that "Earlier travel was essentially to seek food or to escape danger. These early travellers moved on foot, they were limited to quite small geographical areas. In this time, travel may remain a localized experience, but people by nature are interested. As civilization became established and spread geographically, travel become necessity". In short, it is safe to say that tourism has been a need of the human race long before the development of civilization. Tourism can also be beneficial for a country, as it increases national income and also brings pride to the nation itself. According to the United Nations World Tourism Organization (UNWTO), in 2018, the accumulation of tourism international arrival had reached 1.4 Billion tourists worldwide, which managed to create USD 1.7 Trillion in terms of tourism export, including receipts and transportations (UNWTO, 2019). This data alone is able to prove a large, important role held by tourism in order to help a country to not only generate a revenue stream, but also to increase the country's recognition internationally. In particular, to help people in making their travel plans easier and more organized, there are travel agencies across the country to serve people with their travel needs. Travel agencies would help people in terms of accommodations, recommendations, and traveling guidance to a place that people have never stepped foot on. Lahilote (2010) in his article stated that there are several key activities for travel agencies; managing the tourism package, providing tourism transportations, booking the accommodation, restaurants and others, and also tourism document services (Lahilote, 2010). Indonesia is a country with a very high potential for tourism, as the country's statistics center

noted that there are approximately 962 tourism destinations under the government's supervision. Most travel agencies rely heavily on tourism destinations as it is their main source of making money.

Since the beginning of 2020, the COVID-19 pandemic has struck the earth. Majority of the countries are shutting down their activities involving physical contact due to stopping and preventing the virus spread. This would result in a significant impact, not only for the economics but almost every aspect in human life, including tourism. As a result of the Indonesian government's inevitable restriction towards tourism, almost every component of tourism is losing a significant amount of income from their biggest source; tourists. For instance, on March 31st 2020, The Indonesian Government had restricted foreign tourists to enter the country for a limited amount of time, according to *Permenkumham* 11/2020. This policy is applicable starting from April 2nd, 2020. The decreasing number of visitor forces tourism destinations to find another way to gain income for the sake of survival from bankruptcy. This of course would also affect companies offering services in the tourism field, including travel agencies. There are little to no customers during the pandemic which is still unpredictable.

The impact of COVID-19 pandemic has brought major changes to the tourism world, not only in travel agencies but in each sector that is similar to the travel sector, such as hospitality industries, public services, transportation services, and etc. According to the Deputy of Destination and Infrastructure Development of Indonesia, the numbers of local tourists decreased down to 60 percent compared to the previous year prior to the pandemic (EGSA UGM, 2021). While these sectors rely heavily on customers and will be less efficient if converted to online services, the majority of sectors related to tourism is at a period of crisis, although some sectors such as culinary sector could be adaptive with online service (e.g. deliveries). According to the Indonesian Ministry of Tourism, in 2019 there are approximately 1.5 Million tourists both local and foreign who visit Indonesian tourism destinations every month, while in 2020 the number would decrease to the average of only 150.000 tourists every month (Kemenparekraf / Baparekraf, 2020). This is a significant amount of decrease for the tourism sector that would be a major threat if left unattended.

The COVID-19 pandemic is a crisis that has never happened or experienced before. The spread of the virus is forcing people to stay at their homes and follow health protocols issued by the government. It is a very high risk for people to go to public places where there are crowds with high potential of the spread, let alone going to a tourism destination. As a result, many tourism field companies are collapsing, losing their income significantly. Travel agencies, which are just a little part of the industry, are also facing similar situations. There are many small travel agencies that shut down their company, while the bigger companies are forced to cut off their employees, suppressing the company's fund in order to save money.

It is no surprise that almost every profession makes their way towards digitalization in this era. Although the pandemic is unlikely to make its way to an end soon, people are still able to make some money from just using their gadgets and social media. In this case, travel agencies should be able to do similar things. However, it will also depend on the government's decision whether or not to let tourism destinations run during pandemic time, as the government owns the law and policies of a country. If the government agreed to keep the tourism business running, travel agencies would have to be able to apply creative promotion strategies through social media. The online platform would be an ideal promotion strategy, since people are staying at their homes and relying on social media in terms of interaction with people. Nowadays major global companies in almost every sector expand their services, promotions, catalogs, and information platform to online service in order to reach more audience and collect feedback for their product easier. This is just another proof of how technology has been useful for humans. Nevertheless, the conventional way of marketing could also be available depending on the environment's safety protocols. In this digital era, information would spread quickly across the world. This technological advancement allows people to obtain information from even the farthest country. Information is contained in many forms of media before they are received by people. In the perspective of communication science, media is the main means of communicating with others. Media is used in order to publish, broadcast, or deliver messages through online or offline ways. In this context, the media involved are media that are necessary for the tourism sector. Those media include social media, print media, audiovisual media, and other kinds of media related to the promotion of the travel industry. Since many professions and companies are moving towards digitalization, the media itself is also following the shape of the development; the digital media platform. As a result, the media which is used by people

to exchange information is adapting to a completely new environment. Digital globalization also creates new professions and jobs. With this kind of advancement, the tourism industry is expected to also be able to adapt, creating their source of audience through digital media and platforms.

Fortunately, as more people move and become aware of the digital era, companies are still able to do promotions through online platforms; social media, website, and online advertisement, which is still in line with the dimension of communication. However, the effectiveness should also be different from conventional marketing strategies since the communication through online and offline (direct) is significantly different. In short, different eras require different approaches towards the strategies.

Since the pandemic started, many researches regarding tourism and hospitality industries are offering different approaches according to situations in their own respective region /country. Recently, a research done by Nesrine Khazami, Zoltan Lakner, and Ayoub Nefzi (2020) regarding the tourism and hospitality industry in Tunisia, which published in May 2020, suggested that in order to revive the tourism industry post COVID-19 situation, they need to promote the fundamentals of tourism, which includes the culture, synergy between sectors, the communication system both internal and external, and etc. It concluded that the most important thing for the government to achieve is to maintain long-term sustainability for the tourism industry (Khazami, Lakner, Ayoub, 2020). Another research by Rodríguez-Antón and Alonso-Almeida is examining the hospitality industry, which has significantly strong relations with the tourism industry. It is implied from the research that “One of the response strategies that has been implemented in all health crises as a recovery strategy has been the offer of rooms for purposes other than tourism accommodation” (Antón & Almeida, 2020). They also mentioned that the strategy done by the majority of hotels in Spain redirected their marketing programs and promotional packages by including slogans with healthy protocols. The tourism industry also has a significant relation with the management of marketing communication. For instance, on the Integrated Marketing Communication field, a research done by Amin & Priansah examined the tourism potential from the marketing communication perspective; they found that the tourism potential in a region could be maximized by utilizing the IMC aspects such as advertising, personal selling, sales promotion, public relations, and direct marketing

(Amin & Priansah, 2019). These research shows that there are different approaches that tourism industries can use in order to promote tourism, and it is possible that there are still some strategies that are yet to be discovered.

The conclusion from past research opens up to new opportunities and strategies in order to maximize the potential marketing and promotion tools for the travel agencies. Since the elements of marketing are not limited to the promotional purposes only, the Integrated Marketing Communication (IMC) is more suitable to be used as a guiding perspective in this particular case. IMC covers all of the marketing elements which integrate one another. Especially in the tourism industry, where the promotional aspect is very crucial for attracting domestic/international tourists. Larry Percy (2008) in his book entitled *Strategic Integrated Marketing Communications* stated that "...effective IMC should certainly encourage strong customer relationships, but it does that through effective planning in order to develop an integrated communication program that will optimize specific communication objectives that lead to a desired behavior on the part of a target audience." (Percy, 2008:8). It can be concluded that effective IMC requires strategic planning, strong relationship with the customer, and great communication skills. Especially in the tourism industry, where there are millions of people traveling to various destinations with various purposes each year. It can also be concluded that a good IMC strategy would result in a greater chance to maximize the potential in the tourism industry. Therefore, the researcher is very curious about the marketing communication strategies used by travel agencies during this pandemic; how the travel agencies, particularly in Indonesia, would manage to market their best 'products' during this pandemic time, in which traveling is rarer than usual. Thus, the researcher decided to develop a research based on curiosity, hoping that there are far more unique and effective ways of promoting tourism destinations, particularly from the integrated marketing communication perspective. While this COVID-19 pandemic occurs in most countries around the world, it is possible that travel agencies from different countries are facing similar situations. Researcher is really curious about the difficulties faced by various travel agencies from different countries during the pandemic and is really keen on digging deeper information regarding the marketing and promotions, offline or online; whether it is through social media or other platforms that might be helpful for other travel agencies to apply, especially in this particular time.

In order to obtain the data needed to accomplish this research, the researcher have chosen two travel agencies located in two different cities in Indonesia; WITA Tour from Bandung branch, and Petualang Wisata from Yogyakarta. The main reason why the researcher chooses these agencies is based on the accessibility of the travel agencies, which are located in two cities where the researcher has most access. Another consideration is that the two companies of tourism mentioned above are relatively well-known by Indonesian people, which makes the company's reputation dependable. Furthermore, researcher will also interview the secretary of the Department of Culture and Tourism in Bandung city. This would help the researcher in making a clarity of the government's point of view regarding the topic. The reason why the researcher only interviewed the Department of Culture and Tourism in only one city would be the difference of the pandemic condition between the two cities (Bandung and Yogyakarta). Bandung is more restricted to the public during the pandemic (red zone and black zone) while Yogyakarta has only reached the yellow zone. Researcher assumed that the more restricted a city/region is, the more regulation would be applied to the region.

Commented [2]: Reason Why researcher does not include Yogyakarta Government

In order to analyze the strategies applied by both companies, a strategy analysis method is required. This analysis would be helpful in terms of examining the situations in the company systematically. In this particular research, the method used will be PESTLE analysis.

Research Question

1. What strategies related to the integrated marketing communication, offline or online, are used by the travel agencies during this COVID-19 pandemic times?
2. Are there any differences or similarities compared to the marketing communication strategies before the pandemic?

B. Research Purpose

This research would help solve the problem of how travel agencies are going to maintain their promotion during pandemic times. Assuming that travel agencies are having similar situations in the pandemic time, the researcher would collect information regarding all the difficulties faced by travel agencies in their own country, their financial management, social media interactions, social media promotions, and their plans for the future events. The research particularly focuses on online marketing strategies from each object travel agency. After all information is gathered, researcher would create a comparison regarding each travel agency as an indicator for audiences or other travel agencies to have better plans in the future.

The main purpose of this research is to examine the marketing communication of travel industries, particularly on travel agencies which are considered paralyzed by the shutdown of tourism destinations during COVID-19. By examining their marketing communication strategies, the researcher might be able to measure the effectiveness of the strategies based on integrated marketing communication theories and also the communication science perspective. Another goal is to help people who work in the tourism industries to get references and create plans to rebuild their funds. The reason why researcher chooses this topic for his thesis is because of the relation the researcher has in the tourism industries; researcher is already familiar with a number of the people in the industry, and became curious about the industry since it involves public relation as one of its fundamentals. This research is important in order to enhance preparations and increase stabilization in the future not only for travel agencies, but also the tourism sector and potentially other businesses as well. The results of this research will help the people to analyze situations from the past; hence creating a vigilant atmosphere in their business in case there are any shortcomings.

C. Research Benefits

1. Academic Benefits

This Research can be used for future researchers as a reference or guide to develop new research in the tourism field, particularly on crisis management and strategies. This research could also be helpful in applying the crisis management strategies; not only for tourism but also for other fields of business

2. Practical/Social Benefits

This research is expected to be helpful in helping companies managing their crisis situations, and also other types of shortcomings in the future. Nevertheless, this research is expected to be a guide for those who need it, especially in the tourism field.

D. Theoretical Frameworks

1. Previous Researches

There are some published research journals and articles that the researcher will be using as benchmarks throughout the research. Each of these journals contains previous research conducted by its own respective authors, and has similar relations with the topic that the researcher will further observe.

a. Sustainable Tourism Development and Management in the Phuket Province, Thailand (Sakolnakorn, Naipinit and Kroeksakul, 2013)

A journal with tourism management as the main keyword. This journal provides the research regarding the important factors leading to a sustainable tourism, as well as the shortcomings and threats to the tourism destination itself, and the policy guidelines in Phuket, Thailand. Using both qualitative and quantitative methodology, this research revealed seven key factors affecting guidelines to the tourism promotion in Phuket; Necessities for daily life, security and convenience, cultural tourism management, environmental and natural resources conservation, public facilities, waste management, and transportation system and traffic. This research also shows several problems and threats to the tourism destination, which is as follows; traffic jams, destruction of natural source, waste management and public hygiene, and high cost of living. In short, this

research covers all the external and internal factors of a tourism management to be sustainable. This research would be very helpful for the researcher to analyze the key guidelines of the tourism management, and also the threats of tourism industry in the new pandemic era.

b. Marketing Communication Strategy to Improve Tourism Potential (Amin & Priansah, 2019)

A journal article regarding marketing communication as the main topic, which is strongly related to the topic of this research. The aim of the journal is to analyze the maximum potential of the tourism in a region (in this case, Kuningan region) by examining the marketing communication strategies available in the area. Researchers also managed to investigate the promotion strategies which have been carried out by the local government through the Office of youth, Sports and Tourism, a local tourism marketing organizer. Using qualitative method to gather the data, researchers of this article have gathered information from many sources such as in-depth interviews, observations, and social media research. This journal shows that there are several aspects for the Kuningan Regency to maximize its tourism potential related to marketing communication; Personal selling, sales promotion, public relations, advertising, and direct marketing, and each aspect has their own unique strategies through both offline and online (virtual) platforms. This journal would be very helpful for the researcher, as it will help the researcher determine the marketing communication aspects for this research easier.

c. Crisis Management in Tourism (Mazilu et. al., 2019)

This particular journal covers various crises which could impact tourism, along with the strategies to overcome the crises and analytical statistics of past crises to be studied by the researcher in order to develop his research. In this journal, authors mentioned the three phases of crises; pre-crisis, actual crisis, and post-crisis. Each phase has its own strategies and often these strategies are related to each phase. For example, in the pre-crisis, a company or an institution needs to create a management plan towards the shortcomings that could happen in a crisis, then the company should implement it in the actual crisis situation. In the post-crisis situation, an enhanced protection system should be established based on the complaints before and during the crisis. In the journal are also charts consisting of the tourism growth throughout the crisis years. It is concluded that

tourism shows positive performances and keeps strengthening the economic developments and opportunities globally.

d. Pandemic and tourism: Re-preparation of tourism post COVID- 19 (Khazami, Lakner, and Nefzi, 2020)

Having some similarities in the main topic, this research covers the rebuilding of tourism industries amidst COVID-19 pandemic in Tunisia, a country in the middle-east. At the introduction it is explained that Tunisia is also having difficulties with almost all of the primary economic sectors, as the other 195 countries in the world do. The research is provided with statistics showing data related to the COVID-19 in Tunisia. Next, the researchers give some suggestions that might be useful for the tourism industries. The suggestions provided in the research could be used as a reference for the researcher to develop his research.

e. The Effects of Pandemic Era to Tourism Industry in Tangerang (Candra & Rekha, 2020)

In this journal, it is examined how Tangerang (a region in Indonesia) faced declining tourism activities during the pandemic. Researchers chose this journal as a result of similarities in topic and case analysis. Providing data from every area in the region, this journal analyzes the amount of significance of effects caused by the pandemic. The effects are not only coming from the tourism industries alone, but also emerging from other factors such as the declining food supplies in the region, and the economic factors such as the shortage of income or salary obtained by the people living in the region. Another interesting factor causing the pandemic to sustain came from the people; many people still disobey the protocols obligated by the government. As a result, the number of COVID-19 patients increased dramatically. These factors are affecting the tourism of Indonesia, forcing the government to shut down all activities in the region for a longer period of time, which obstructs the tourism activities in the country.

f. COVID-19 Impacts and Recovery Strategies: The Case of the Hospitality Industry in Spain (Rodríguez-Antón & Alonso-Almeida, 2020)

Focusing on how the hotel industries in Spain are declining during the COVID-19 pandemic, this journal examines the key points of how this pandemic is making significant effects towards the industry, and provides readers with previous crises handling and case analyses throughout history of crises. The Journal is provided with a table containing past crises, each with the recovery strategies. Then the author proceeds with a case analysis and information table regarding the comparison details of hospitality industries in Spain from 2019-2020, including tourist arrivals, bed offered, employees, hotels opened, etc. The data provided is very detailed and based on real evidence from the country's database. Thus, this journal would be very helpful for the researcher as a reference to analyze the hotel industries, which plays a huge role in the relation to the tourism industries.

2. Theoretical Framework

a. Tourism Management

Tourism has already found its way long before human civilization, as people used to travel across the globe for many occasions; expanding territories, gathering supplies, delivering messages, or merely exploring new land. With the inventions and technology available at that time, traveling is much harder and riskier than it is now. Following the development of human civilization, tourism and traveling became easier; less costing, less dangerous, and became a promising business for people from any country. In order to bring sustainable universal tourism accessibility, the United Nation formed an agency responsible for maintaining the sustainability and growth of tourism sector around the world. Thus, the World Tourism Organization (UNWTO) was established in 1975. The UNWTO (as cited in Mason, 2020, p. 5) asserted in 1991 a definition of tourism as follows: "The activities of a person travelling outside his or her usual environment for less than a specified period of time whose main purpose of travel is other than for exercise of an activity remunerated from the place visited (WTO, 1991)". This definition derived from the main concept

of tourism, which is to travel. As more and more people travel from one place to another, the people who work in the tourism scene also use this as an opportunity to grow their business. The tourism sector grows in line with human population, and millions of dollars are spent every year in favor of maximizing the tourist potential in a region, or a tourism destination. Looking at the massive increase of number every year, the promoting and advertising of the tourism sector needs to have a structural system that controls and manage all internal and external components related to tourism. This is where the management for tourism is having a crucial role.

In the business world, it is known that management has several 'key theories' containing ideas that would determine a company to apply rules in order to manage their business or organization. With the right management, goals and objectives of a company or institution can be achieved effectively. One theory of management was established by Henri Fayol (1841-1925), a French classical management and administration theorist. Fayol (as cited in Hudson, 2015) claimed that Management is a science that can be taught and learned by anybody. He also stated that there are six basic business activities; technical, commercial, financial, accounting, security, and managerial. He then divided the managerial activities into five; planning, organizing, commanding, coordinating and controlling. These managerial activities are believed to be the key to handle most situations occur in a company. In the tourism sector, planning and managing is also necessary in order to be prepared for unexpected circumstances, which in this context would be the COVID-19 pandemic.

Middleton (1994), cited in Mason (2020, p.75), has a definition when it comes the tourism management. Middleton's definition is as follows: 'Strategies and action program using and coordinating available techniques to control and influence tourism supply and visitor demand in order to achieve defined policy goals' (Middleton cited in Middleton and Hawkins, 1998, p. 84). Thus, the main concept of tourism management is to have thorough action planning and systematic managements in all aspects of tourism industry, which aim to reach desired objectives, and also to avoid damage to the company or institution itself. This theory would be very helpful for the researcher because it is in line with the topic, which is the tourism management during a crisis; COVID-19 pandemic. This theory will help researcher in analyzing the tactics and strategies of travel agencies in order to maintain the tourism industry that is facing a crisis in pandemic times.

b. Integrated Marketing Communication

The role of marketing communication in a company is very significant when it comes to attracting or reaching a greater audience and potential customers. The Integrated Marketing communication has many definitions; however, many books and papers have mentioned Philip Kotler as an infamous theorist for the topic of marketing communication. There are earlier and later definitions regarding IMC. In 1999, Kotler defined Integrated Marketing Communication (IMC) as “the concept under which a company carefully integrates and coordinates its many communication channels to deliver a clear, consistent and compelling message about the organization and its products” (Kotler et al., 1999). It can be seen that the main point in the statement is message delivery or product description to the customers. However, there are more recent definitions of IMC, which is more focused on customer relation. Kotler (2003) redefined his own definition of IMC as “a way of looking at the whole marketing process from the viewpoint of the customer”. Another statement that might prove that IMC is a crucial part of a company came from Larry Percy, which stated in his book that “IMC is critical to ensure that all aspects of a brand’s marketing communication is delivering a consistent message toward that end. It also plays an important role in managing the communication strategies associated with a company’s branding strategy within its overall product and brand portfolio.” (Percy, 2008:2). Percy’s statement concluded that the communication marketing image of a company is determined by how well the company executes their IMC. It is also stated in the book that the main goal of IMC is to influence or directly affect the behavior of the selected communications audience (Percy, 2008:6). Despite the changing definitions, IMC is centered on the customer of the product/service, with planning and message delivery at its core. Kotler, along with Armstrong, also stated in a book entitled *Principles of Marketing* (2010) stated that there are five guiding philosophies of marketing management, namely: the production, product, selling, marketing, and societal concept. (Kotler & Armstrong, 2010:34). These five guiding philosophies are relatable in the tourism industry. However, there are far more detailed components in the Integrated Marketing Communication for a company to apply. There are eight tools of IMC which are used as an integration of marketing tools, or as it is called, the marketing communication mix; 1. Advertising, 2. Personal Selling, 3. Direct Marketing, 4. Mobile Marketing, 5. Social Media Marketing, 6. Public relations, 7. Sales Promotions, 8. Sponsorships. Each tool is related with Kotler’s guiding philosophies and is applicable to the tourism industry. Advertising is how local tourism agents and managers advertise a tourism destination. Personal selling is when an agent reaches a specific person to offer tourism

packages and services. Direct marketing is promotion through conventional platforms such as email, fax, phone, catalog, brochure, banner, etc. Mobile marketing is the usage of text message for promotional purposes, which is a very cost-effective method of marketing. Social media marketing uses social platforms such as Facebook, Instagram, Twitter or similar platforms to promote the tourism services and engage with larger audiences. Public relation is managing and creating a sustainable relation with the potential customers in a two-way communication engagement. Sales promotion is a method to increase sales quickly, by giving discount coupons, discounted tourism packages, low-cost deals and bonus offers. Sponsorships would help a tourism agency to gain customer's trust and is a mix of public relation and sales promotion. It also increases the good relationship with the sponsors. Entering the digital era, the process of marketing communication is not only limited to the conventional, face-to-face methods, but also to the online platforms. Thus, social media marketing and mobile marketing would be very helpful for travel agencies to promote their services. Especially in the tourism industry, gathering information about a place or a destination would become easier and cost-effective by just searching for information through the internet. A journal article with a topic regarding the tourism and hospitality industry in the digital era, written by Watkins et al., stated that "ICT has generated a new paradigm shift, a restructuring of the tourism industry and the development of a range of opportunities and threats; it is a powerful tool that strengthens the tourism industry's strategy and operations being a driving force behind the tourism industry" (Watkins et al., 2018). The journal also concluded that there is far greater opportunity for the online tourism scene in order to raise the income of local tourism activities. Thus, the guiding philosophies for the marketing communication should also have more changes or additions in the aspects than from what Kotler stated. As supporting evidence to the IMC strategy analysis, researcher will also use the PESTLE analysis method. PESTLE is a method in which the data obtained from a business will be examined through six important factors that could help the business to grow and sustain. By using this analysis, researcher could find a connection between the IMC strategies done by tourism businesses and the factors that would determine the company's prospects in the future. This theory is about to be tested by the researcher, and will be used as a main guideline for the data collection.

E. Research Methodology

1. Research Paradigm

This research will be using the constructivism research paradigm. Constructivism focuses on obtaining knowledge of the world through built-up experiences and the reflection of one's or other's experiences. Stated by Bada and Olusegun (2015) in a journal titled *Constructivism Learning Theory: A Paradigm for Teaching and Learning*, constructivism is "an approach to teaching and learning based on the premise that cognition (learning) is the result of "mental construction." In other words, students learn by fitting new information together with what they already know." (Bada & Olusegun, 2015). Therefore, by using this paradigm, the researcher would be able to create a new conclusion based on past experiences from the research subjects.

2. Research Method

This research will use a qualitative approach as the method. The qualitative approach results in a rich, deeper understanding beyond the subject, which would be very helpful in examining the objectives of this research.

3. Respondent Selection Technique

The respondent of this research will be selected using the purposive sampling method. Purposive sampling is a technique to create a sample based on the whole population. In this case, the researcher will be doing interviews with some of the employees of travel agencies mentioned above as a representative sample of the whole travel agency population. This technique is used in order to make efficient use of time, money and reduce any unnecessary expenses.

4. Strategy Analysis

PESTLE Strategy Analysis

In order to analyze the strategies made by research objects (Petualang Wisata & WITA Tour), researcher will be using the PESTLE Strategy analysis, a tool to examine a progress and working framework in a business. The PESTLE Analysis is used to obtain information and general picture of an industry's current situation and environment. It is very related to marketing as the components of PESTLE are heavily influencing the company's prospects, opportunity and other crucial decisions in a new environment.

PESTLE is short for the factors that made this analysis tool its name; Political, Economic, Social, Technological, Legal, and Environmental. The Political factor is analyzing the business that relates with most of the government's policy and law. Economic factor is analyzing the business from economic growth, and the human resource data in the country. Social factor analyzing the social aspect of the business, including population growth, people's lifestyle, age distribution, etc. Technological factor analyzing the newest technological advancement that can be applied in a business. Legal factor analyzing the business law; copyright and patent law, consumer protection law, health and safety laws, and discrimination laws. Environmental factor analyzing the business based on the environment the business grows up in, such as geographical location, climate change, the weather or any environmental policies. The reason the researcher chooses this strategy analysis is because of the broad aspect that could be examined, thus would make analyzing the performance of the tourism agency during the pandemic easier.

5. Data Collection Technique

The data will be collected by doing a deep interview with the subjects. Interviews will be done in an offline, face-to-face method if possible, and would be carried on doing online interviews if the condition is not possible.

6. Data Analysis Unit

The data analysis unit in this research will include the results of the interviews, which will be examined and collected according to the research objectives. The researcher would also find similarities and relation to the theories and previous researches included in the literature review in order to strengthen the accuracy of the research.

CHAPTER II

GENERAL DESCRIPTION

1. COVID-19 Pandemic in Indonesia

The COVID-19 pandemic happened in early 2020 and occurred in most countries in the world. The first case of the virus was found in Wuhan, China. The coronavirus, or the SARS-CoV-2 are found originally from bats and pangolins, which could be spread through the air and could harm the lungs and organs that helps human breathing. A journal retrieved from World Health Organization (WHO) website, which consists of combined reports from several researches regarding the virus, stated that “The documented rapid increase in all-cause mortality and pneumonia-specific deaths in the third week of 2020 indicated that virus transmission was widespread among the population of Wuhan by the first week of 2020.” (2021). Hence the worldwide spread in March 2020, including in Indonesia. Reported from the news of Kompas.com (2021), one of the largest Indonesian news and entertainment platform, The first case of COVID-19 in Indonesia was at February 14th, 2020, where a woman named Sita Tyasutami (31) visited a dance club in a restaurant in Jakarta, and got in a close physical contact with a Japanese citizen who lived in Malaysia. Several symptoms such as cough and fever struck Sita the day after, which are diagnosed as COVID-19 symptoms. She was taken care of by her mother, Maria Darmaningsih (64). After several days of intensive care, Sita were not getting a remarkable improvement of her condition. Instead, her mother Maria was also reportedly getting similar symptoms as Sita. After undergoing several medical tests with experts, Sita and Maria were diagnosed positive COVID-19 and announced as Indonesian first case of the virus in March 2nd, 2020. Until January 2022, about 4,27 million people in Indonesia were infected in total, and the overall confirmed cases around the world is 308 million (covid19.go.id). This data alone can conclude that this virus is spreading in an extremely quick way. Indonesian government, just like other government in different countries, were aware of this situation and immediately took several steps in order to prevent the spread. The central government then announced a government regulation number 21 in 2020 (*Peraturan Pemerintah no. 21 tahun 2020*) which was a set of regulations regarding the massive-scale social

restrictions. (PSBB in Indonesian) in March 31st, 2020 (bpk.go.id). During this time, most people in the country are forced to stay at home, in order to avoid the continuous spread and catalyse the recovery of those who are already infected. This causes physical activities outside the house are stopped temporarily, causing significant effects to the human and social dimensions, which includes economy as possibly one of the most crucial aspect to be affected by.

Effects to the Tourism Sector

As the virus spreads, people are forced to stay home, shutting down all activities especially the ones that requires physical contact. In Indonesia, the massive-scale social restrictions began at the end of March 2020, closing almost the entire public accesses and transportations. Traveling was having a lot of restrictions until the government has issued further set of policies and regulations. According to Indonesian Ministry of Tourism and Creative Economy from their website, in year 2020 the total number of foreign tourists visiting Indonesia were only 4,052 million. This number is equal to only 25% of the total number of the tourists visiting Indonesia in 2019. The social restriction regulations issued by the government also decreased the income gained from the tourism sector for up to 20,7 billion rupiahs. In terms of occupancies for Indonesian hotels and accommodations, the pandemic caused the occupancy to decrease in number. For instance, in January-February 2020, the occupancy was approximately in 49,17% and 49,22%. In march, it went down to 32,24% and became even worse in the month of April, in which the occupancy was down to 12,67% (kemenparekraf.go.id). This crisis had caused 993.000 people in the tourism to lose their profession. This period is where the tourism industry was faced on an unexpected crisis. Furthermore, many tourism destinations in Indonesia were closed for public, and were not allowed to be opened until further regulation has been issued by the government, which makes it even harder to prevent bigger loss, let alone generating income. It was a critical time for the tourism industry, especially for travel agency, which is only a small component of the industry. Large-scale, well-known travel agencies are holding on as much as they can, minimizing the expenses and cutting off employees. However, smaller companies and agencies would shut down their entire operation because of the lack of funding, or lack of human resources compared to the bigger competitors. The minimum mobility after the pandemic occurs reduces the operations of travel agency and companies for at least 80% - 90%, which means it is almost impossible for people to travel at that time, and for the tourism businesses to continue their operation. Even more, several

news is reporting that travel agent business is almost demolished by the pandemic situation. One news from CNBC Indonesia stated that up to 95% of the travel agent business were closing down their operation since the pandemic started, hence making the business ‘dying’ (CNBC, 2020). Despite the massive loss and crisis, the government joined by the surviving people from the tourism industry have done several remarkable improvements and recoveries throughout the year. By utilizing the regulations which the government had issued, travel agencies and other components in the tourism sector would not miss the opportunity and maximizing their effort to rebuild the tourism scene, particularly in Indonesia; where the desire of travelling after the pandemic is very high, especially for the youth. Media Indonesia stated that Traveloka, an online platform for travelling purposes had managed to increase their sale during their “epic sale” program in 5-11 October, 2021 for up to 1,5 times higher compared to their last epic sale program in March (Media Indonesia, 2021). This shows a positive result for the recovery in tourism industries, especially in the travel scene.

2. Department of Culture and Tourism

Indonesian Department of Culture and Tourism is a component of Indonesian government, which implements the governmental policies to the designated regions and turning them into regional authority. It is led by the head of department, which is responsible to the regent through the regional secretary. According to the official website of Department of Culture and Tourism in Bandung (disbudpar.bandung.go.id), In implementing their duty, the Department of Culture and tourism also fulfilling several functions:

1. Formulating technical policies related to culture and tourism
2. Carry out governmental affairs and public services related to culture and tourism
3. Developing and implementing duties in the cultural and tourism field, such as traditional cultural arts, tourism destinations, tourism facilities, and tourism marketing
4. Performing technical administration for the department
5. Implementing other functions given by the mayor related to other duties.

These functions might be slightly various for other regions in Indonesia; however, the main duty and the field of implementations remains the same.



Logo of Bandung Department of Culture and tourism

3. WITA TOUR

WITA Tour is an Indonesian travel company established on April 25th, 1981 by Stanley Suseno. The company acts mainly as a travel agency and bureau, and is owned by PT. Wisata Dewa Tour and Travel Services. The main focus of WITA tour is providing traveling needs, such as plane tickets, train tickets, accommodations, travel documents services, inbound and outbound tours, incentive tour, cruises, travel insurance, vehicle rentals, and corporate travel management service. The vision of WITA Tour is to be an advancing, well-known, high quality travel agency which has competitive capabilities in both national and global level.

"Menjadi biro perjalanan yang maju, terkemuka, dan berkualitas dengan memiliki daya saing yang kompeten secara nasional maupun global"



WITA Tour Logo

The mission of WITA Tour itself is to improve service quality and convenience for the customers, which focuses on Service Excellence. WITA Tour has several branch offices across Indonesia; two branches in Jakarta, including the central branch at Sudirman Park. One branch in Bandung, Surabaya, and Denpasar. Not only giving service to domestic and local customers, WITA Tour is also capable of helping foreign or international customers on their travel needs. This is in line with their philosophy of business; to bring advancement for the Indonesian tourism scene with new innovations, and to compete on global levels.

Sudirman Park is the central branch office of WITA tour, in which the company regulations and important information came from. Every branch office is commanded by the central branch, although the management is varying and unique for each branch office. Every program, promotions, new products, or announcement are issued by the central branch office, which are then spread to every branch to be applied. Some branches would modify the program or promotions according to the conditions in each region. For instance, when WITA Tour is about to launch a discounted travel package program, the central branch would first make the entire plan for the program, the designs, and the pricings. After everything has been set, the central branch would share the program created with the remaining branches to be applied and to be advertised. However, the branches could also 'change' the program details and pricing according to the condition of their local price ranges. If the program from the central branch (Jakarta) suggested IDR 500.000 for transportation, the branch in Surabaya or Bandung could reduce the transportation price to IDR 350.000 due to the cheaper transportation fee in the region.

4. Petualang Wisata

CV. Petualang Wisata is a travel agency originated in Bandung, formed in 1999 by Mr. Pipin Arifin Sudarmadiredja A,Md. Par. The company serves all the travel needs for their customers, such as tour packages, outbound training, travel documents, transportations, MICE, and accommodations. After several years of operating in Bandung, the company moved the main office into Yogyakarta, which now become the main branch office of the company. Before the pandemic occurs, there were three branch offices for the company; Yogyakarta branch office (Central), Tasikmalaya branch office, and Majenang branch office. As the pandemic starts, the company

faced a crisis and was forced to temporarily close down two of their branches; Tasikmalaya and Majenang. By the time the researcher interviewed the chairman, the Yogyakarta branch office, which located in Wates, Kulonprogo, had been the only operating branch office and the central of the company's activities. The company has a formal organizational structure, which includes; Director, Operational Manager, Accounting, Tour Division, Ticketing & Hotel Division, Transport Division, and Marketing Division. Each division has several members which are experts in their own field. Each branch office has their own operational manager, and the director would be responsible for the whole organization's operations.

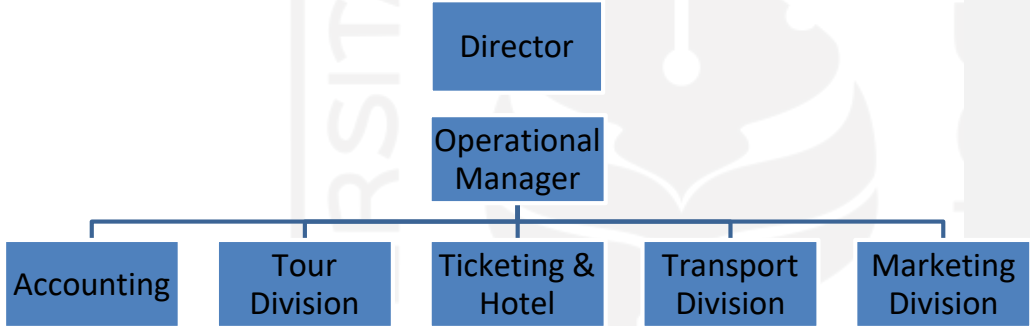


Illustration of Petualang Wisata's organizational structure

Like other travel agencies, Petualang Wisata strives to serve their customers or clients with the best experiences, and best quality services. Helped by friendly human resources and experts in the tourism field, Petualang Wisata is determined to accompany and serve their clients for their travel needs anywhere, anytime along with affordable prices. As stated in their company's motto; "Your journey is our duty, your satisfaction is our main focus".

CHAPTER III

FINDINGS AND DISCUSSION

Researcher had done multiple in-depth interviews with people working in the tourism industry in order to obtain information for the research question. In addition, researcher have also done an interview with a spokesperson from the Department of Culture and Tourism, which would help clarifying the policies made by the government party related to the information obtained from the interview. This chapter contains the discussion of the findings and all information related to the research question.

A. COVID-19 Effect Towards Tourism Industry Analysis

1. WITA Tour Response towards the Pandemic Period

a. General Company Situation

In the interview with WITA Tour branch manager, Margareta, it is explained that the company dealt with critical situation after Indonesia went to the lockdown stage. The main operation of the company was shut down, majority of the activities were stopped temporarily, and all employees were unable to do their activities at the office. Instead, they were working from their home, in which there were also very limited activities that the company could do. Margareta claimed that in the beginning of the pandemic, the operations of the company was 100% shut down (total shut down). The reason is because WITA Tour is a company that focuses more on outbound travel services, which becomes prohibited during the first lockdown. Therefore, it was very hard for the company to pave the way into the market.

b. Income Loss, Salary Cut, and Other Financial Conditions

Margareta also stated that the company's income rate was significantly decreasing down to 85-90 percent. It was a hard time not only for the company, but also for the entire tourism industry. This would impact the funds that were used for operational costs, such as rents and employee's salary. Margareta then added that in order to maintain the survival of the company, the salary of all staffs and employees were cut down to half (around 50%) and all activities are moved to work from home (WFH) method since the income was barely coming in to the company. It is also known that during the pandemic, the company had cut all unnecessary expenses. One of the steps include stopping their printing activities; the company would no longer print brochures, banners, or other kind of printed media which was always used for the promotional purposes. Instead, the company moved their promotions to the digital, online platform which is believed to be more effective and reliable for the current market conditions.

c. Company's Response towards Government Policies

According to Tantan, secretary of Bandung Department of Cultural and Tourism, at the start of the pandemic, the entire tourism industry was shut down temporarily in order for the government to focus on the sanitary sector. The tourism industry, which regularly supported the regional income of about 33%, was collapsed as the result of massive-scale social restrictions (PSBB). In this period, almost every public destination was allowed only to accept small amount guests with important and emergency occasions, if not, closed temporarily. Later on, in August 2020, the massive-scale social restrictions were changed into the New Routine Adaptation (AKB). The regulations regarding the health protocol was changed according to the country's current situation. The restrictions for the tourism components such as hotel, restaurants, and public places were also having a slow, rebuilding relaxation. Hotels and restaurants are now able to accept guests and customers for up to 30% of the capacity. Then in early 2021, the capacity increases for up to 50% due to the new policy changes for society's mobility limitation (PPKM) and coronavirus vaccine that has been introduced to the public. Although the regulations from the government is always changing, it creates no setbacks for the company to adapt with the changes, since the company know that the government is also trying their best to maintain the survival of the country's economy, which includes the tourism industry. Margareta stated that the company always do their best to fully support government's regulations and policies, especially in the tourism industry. For they believe that only through integrated cooperation can the problems be solved.

To conclude, the company had faced some significant changes during the pandemic, which caused the company to adapt with the situation carefully, and is now struggling to rebuild the tourism scene slowly with the help of the government.

2. Petualang Wisata

a. General Company Situation

Arifin, the owner and the chairman of the company said in the interview that like other companies in the tourism industry, Petualang Wisata also faced a critical period during the pandemic. Compared to WITA Tour, Petualang Wisata is a smaller tourism company in terms of brand awareness and operation scales. Despite the differences, both companies are capable of doing remarkable services in local and international tours and travel. The pandemic had not only interrupted the business' revenue stream, but also the assets and resources of the company. The main cause of the crisis is similar; the company's income rate was decreasing for down to 90%, and there was very little opportunity for people to travel outside of their houses, let alone outside the region at the time.

b. Closing Down Branch Offices and Human Resource Management

Previously before the pandemic occurred, Petualang Wisata had three branch offices located in three different cities; Tasikmalaya, Majenang, and Yogyakarta. However, after the pandemic started and after the government issued the massive-scale social restrictions in mid-2020, the company had to stop the operation temporarily from two branch offices; Tasikmalaya branch office and Majenang branch office. By the time the researcher interviewed Arifin, Petualang Wisata was currently using only one office for their whole operation and activities, which is the Yogyakarta branch office. It is a tremendous loss compared to WITA Tour, who managed to keep the branch offices open throughout the pandemic despite the decreasing amount of income. Many staffs and employees were cut down in half in terms of salary, and some employees were also discharged from the company due to the critical condition at the time. Arifin explained that the company was able to slowly recover from the loss starting in 2021, which is almost a year after the first pandemic occurred.

c. Company's Response Towards Governmental Regulations

The company is very thankful of the government that gave several aids to the tourism industry in many forms, including material support. He admitted that sometimes the government are very strict in making their policies and regulations regarding the tourism and travel sector, which sometimes makes it harder for the company to follow. This statement may refer to the massive-scale social restriction (PSBB) period in 2020 where the cases of the infected were increasing rapidly and there were no vaccines introduced to the public yet in this period. Despite the challenges, the company is very thankful for the opportunities given by the government and would continue to search for potential clients and services without violating the health regulations. In short, Petualang Wisata, like all businesses in the tourism industry, are also heavily impacted by the pandemic, and have to rebuild it slowly over time.

B. Marketing Communication for Tourism Industry in Pandemic Times

1. WITA Tour's Strategy During the Pandemic

a. Company's Marketing Strategy Analysis

Margareta stated that since the pandemic started, all conventional, direct face-to-face marketing communication were stopped immediately, and to be replaced with online marketing strategies. The main strategy used in this period is to reach out audiences via social media, which many people uses during lockdown as source of information. It can be seen that the marketing communication mix used in this strategy is social media marketing, which is relatable with Kotler's Philosophy of marketing. The main audience target for this marketing communication is teenagers and millennials. Margareta claimed that millennials are now more capable of finding tourism information than ever. Long before the social media era, parents or elders were more dominant. They would come to travel offices in order to find detailed information for their travel plans. In this period, conventional marketing (Direct marketing) is the most essential component of marketing communication. However, as the time goes by, finding information is much easier through gadgets, and millennials are claimed more familiar with this environment compared to the previous generations. Another suitable strategy for the company at this moment is the cooperation

with the government. Since the government is the 'bridge' that connects tourism companies and the people. Both parties are working together to slowly rebuild the tourism scene, which has been held back for a while.

b. Strategy Implementation

In using the social media marketing, WITA Tour mainly uses Instagram and Facebook as main platforms. The main reason is because many Indonesians are using both applications compared to other similar ones. The promotion could be in forms of poster, pictures, creative video and announcement to attract people. All marketing communication activities are controlled by the main branch office in Sudirman, Jakarta before being applied to other branches. After all information are obtained by all branch offices, each branch office would modify the programs/promotions according to their needs for their own region, and according to the policies of the regional government at the time. Proceeding with newly revised promotions and programs, the sales would do online advertisement to reach out for companies and potential clients that might need travel and tourism services. There are several marketing communication mix which can be found in this strategy; advertising, mobile marketing, and public relations.

2. Petualang Wisata's Strategy During the Pandemic

a. Marketing Strategy Analysis

Based on the interview conducted with Arifin, it is known that Petualang Wisata also relies heavily on Social Media Marketing. There are several reasons why this marketing is essential for the company. First is the cost-effectiveness; staffs are only required to have a device and a stable internet connection, which is extremely easy to obtain these days. Second is the speed of the information itself, which can reach the global scale within minutes. Third is the market preferences; the majority of people search for information via the internet. Aside from Social Media Marketing, Petualang Wisata also encourages their public relation team to stay in contact with their customers.

b. Strategy Implementation

The company team would offer various promotions through text messages. This method could be considered as a mix of direct marketing and mobile marketing, since the target audience is fixed and direct. Public relation is also involved to maintain good relations with older clients. After several months of the pandemic scene, in early 2021, the company started to use both conventional (direct marketing) and online marketing communication to maximize the potential. For the online marketing, Petualang Wisata does promotions on social media platforms, mainly Facebook. Promotions are including tourism packages offering, promotional video of a tourism destination, travel posters and teasers, or information about discounted prices. For the conventional, direct marketing, the team would join tourism events and fairs, in which they would start the promotion through tourism package offerings and transportation ticket sales. Furthermore, the public relation team is engaging audiences via online conferences, tourism meetings, and through Indonesian travel association. Arifin stated that both strategies should be used fully, as long as it is not violating the protocols given by the government. Especially since 2021, when vaccination has been introduced to the public, the chances of people traveling is much higher than the previous year. The marketing communication mix tools that are mainly used for Petualang Wisata is social media (mobile) marketing, direct marketing, and public relation

C. International Tourist Attraction Strategy

Travel agency is a company that provides travel services and needs to the customer. Therefore, agencies are able to serve people with their travel needs regardless of the origin of the person. The more people that uses a travel agency, the more reputation will be built for the agency itself. Thus, to attract clients from more than just one country could be a competitive advantage. During the interview, researcher have asked both companies regarding the efforts and strategies to attract international tourists.

1. WITA Tour

WITA Tour also have special efforts to attract international tourists to visit Indonesia, especially for the Bali branch office. The branch office located in Denpasar Bali has special programs designed for international tourist in Indonesia since Bali is one of the most famous cities in the country with most International tourist arrival every year. Before the pandemic started or in the

pre-pandemic period, WITA Tour Bali branch would attract international tourist by offering tourism packages for local tourism destination in popular destinations such as Kuta, Tanah Lot, Nusa Dua, and other destinations with unique characteristics. The media used in this advertising is by placing banners, or deploying salesperson to spread brochures in designated and crowded places. However, there is currently very strict access for people outside Indonesia to travel during pandemic times, which makes the company focuses more on the domestic sector first hand before attracting more international tourist. When asked about the most suitable marketing approach for the international tourist, Margareta stated that she prefers conventional marketing or direct marketing over social media marketing, however due to the situation and condition, it would be best to obey the policies made by the government for the sake of public health and to speed up the recovery process in the country.

2. Petualang Wisata

Arifin stated in the interview that Petualang Wisata is a company that currently focuses more on the domestic sector of the market, and yet to heavily engage in international scene. The reason behind this statement is that it is far more reasonable and easier to rebuild the internal, domestic market first before jumping into a larger scene. However, the company is always ready to give their best service to anyone who have travel needs, regardless of their nationality. Seeing the great tourism potential in the future, the company might open up new exclusive programs for international tourist later on after the pandemic ends.

D. Company Plans to Avoid Future Crisis

1. WITA Tour Strategy Analysis

Based on the interview, Margareta explained that there are steps the company could take to prevent greater loss in future crisis times. She explained that the marketing communication for the clients could be improved, especially through online platform which is believed to be the future of

marketing. By creating creative marketing program that is flexible and sustainable, the company will be able to withstand upcoming crisis. This method can be seen as an active crisis management, which includes proactive predictions of a potential crisis and preparation of an action plan. According to a research done by Martens, Feldesz, and Merten (2016), active crisis management is described as “proactive prediction of a future catastrophe, the development and implementation of prevention measures and the preparation of an action plan for accurate action steps in case of a crisis.” (Martens, Feldesz & Merten, 2016). Margareta also stated that at this moment, the company have to be patient and highly adaptable towards the situation and changes that may happen.

2. Petualang Wisata’s Strategy Analysis

Given the opportunity to answer the question, Arifin stated that the company must be as steady as possible in order to survive future crises and shortcomings. Petualang Wisata needs to be more flexible and innovative in the future, and to always give the best experience to their clients. One of the strategies mentioned by Arifin is to increase the intensity of direct marketing and social media marketing; to reach more clients that are potential to create a bigger revenue stream for the company. Arifin believed that as the coronavirus pandemic starts to decline overtime, more and more people would want to go traveling again. This is the moment where tourism companies would take aggressive steps to offer tourism packages and service to the public. This step is also part of active crisis management, specifically where the company create plans to gain profit, or to avoid continuous loss. Another thing mentioned by Arifin is to create synergy with the local government, as they are very helpful for the tourism businesses in the pandemic times. With the help of the government, a business can grow its potential, and increase the chance to create more relations and even more possibilities.

E. Comparison of Tourism Strategy with Other Countries

Since the scope of the tourism attraction could be international, it is also essential to examine the strategies used by countries that are also keen on raising their country’s gross domestic product (GDP) through tourism. An article published in September 2020 by Matthias Helble and Anna

Commented [3]: Sub-chapter for international comparison

Fink examined the revival of tourism industry in the international scene. The article stated that tourism industry in a country might depend on how successful the government is in controlling the spread. The more successful the government in containing the virus, the more likely it is that they initiate negotiations to open travel with country partners that have been equally successful (Helble & Fink, 2020). The bilateral negotiations for travelling with a partner country is only increases when both countries have passed the peak of the infections. Unfortunately, Indonesia have been facing several waves of the virus, along with the variants. This was resulting in some increasing spikes in Indonesia's infection case graph. There should be a synergy between government and the people if Indonesia is about to recover from the spread and pass the 'peak' period.

Another topic explained in the article to revive the tourism industry post-COVID-19 period is to focus on promoting the domestic tourism. "The Philippines, for example, invested \$8.5 million in a domestic tourism campaign in early 2020 (Talavera 2020). In Viet Nam, domestic tourism has shown a clear upward trend since the lockdown was eased on 11 May 2020 (Helble & Fink, 2020)." In this case, there is a similarity between the data from the article and from the interview; both are currently focusing on domestic attraction. The main reason for this is the travel bans and infection risk, which would cause a bigger problem if left unchecked.

Meanwhile, in a journal published by Nanno Mulder, in coordination with Economic Commission for Latin America and The Caribbean (ECLAC), it is explained that several countries in Latin America and The Caribbean have undertaken special marketing campaigns to attract international visitors. "The Anguilla Tourist Board implemented a social campaign #AnguillafromAfar and #DreamingofAnguilla (The Anguillian, 2020) as well as Aruba with the "Open for Happiness campaign" with its Health and Happiness Code for a safe environment- The Belize Tourism Board realized a new virtual postcard campaign titled "Dear Belize" to spark wanderlust and inspire future travel, following the pandemic (One Caribbean, 2020)., The Caribbean Tourism Organization (CTO) recommends countries to promote the region as a destination for health and wellness (Barbados Today, 2020a) (Mulder, 2020)". It can be concluded from these cases that most of the Caribbean countries are promoting their tourism with "health and wellness" as the main motto. Instead of re-promoting domestic tourism in an old-fashioned way, they tend to create a new image for the tourism destinations in those area. This is just an example of innovation in the

tourism industry, especially after the pandemic ends, where people will be far more aware of sanitation and healthy environment.

F. PESTLE Strategy Analysis

This research is using the PESTLE analysis in order to create conclusions for the marketing communication strategies used by research objects for their business. PESTLE analysis includes six factors that are relevant with the growth of a business and from IMC perspective as well. The six factors are; Political, Economic, Sociocultural, Technological, Legal, and Environmental. These factors will be analyzed based on the scope of the research; tourism management and marketing communication strategies.

Factor	WITA Tour	Petualang Wisata
Political	<p>Company follows the regulation given by the government, especially from the ministry of tourism.</p> <p>The company is also actively monitoring the regulations over time. The main purpose is so that the company would have better adjustment according to the newly published regulations and policies.</p>	<p>Company follows the regulation given by the government, especially from the ministry of tourism.</p> <p>Apparently, the company did not always agree easily with the regulations. Despite the disagreements, the company receives several aids from the government, including material support (incentives).</p>
Economic	<p>Since Indonesian economic was at stake during the pandemic, the company also faced a crisis in their economic scene. The main cause is that people were staying at their homes and would affect economic activities in the country</p>	<p>The economic crisis in the pandemic period had caused the company to force close some of the company's operational asset (branch offices). Restrictions from the government also became another obstacle. This would result in the company's</p>

	significantly. Economic reasons forced the company to send their employees to work from home.	temporary stopping in their operation. However, the company slowly rebuilt its economy over time.
Sociocultural	The people forced to stay at home during the early pandemic period had changed the way WITA Tour promoting their products and services. The company had to switch their marketing communication from face-to-face to the online and social media marketing. Cultural shift in Indonesia is also changing; millennials and younger generations are believed to be keener in traveling compared to the elders.	Adapting from the current social condition since the pandemic started, Petualang Wisata is now approaching clients and customers via social media and online platforms. The company still make efforts to keep in touch with their old clients, which they believe will open up more opportunities in the future. The ever changing culture in the people also made the company adjust their strategies accordingly.
Technological	Technology plays a major part in helping WITA Tour to survive through the pandemic. Since all the promotions are converted to online promotions, it is paramount for the employees to adapt and follow the trends of technology. Being active in social media such as Instagram, Facebook, or Twitter is now an important part for the company to interact with many parties, although it is still not obligated yet.	Technology is something that the company must keep looking forward to, because it is always advancing and changing. Missing the technological update means missing the opportunity to gain more clients. Petualang Wisata encourages their employee to involve technology in their work, even if it is a small part. The purpose is so that the company could adapt quicker than their competitor in every aspect.

Legal	The legality of both companies has been approved by the government, therefore there is no trouble regarding the legality and law of the business.	The legality of both companies has been approved by the government, therefore there is no trouble regarding the legality and law of the business.
Environmental	Since the restrictions, public places are closed temporarily (except for grocery stores, drug stores, hospitals, gas stations and other places with important purposes). There was no place for the company to promote their product, let alone to reach potential client. Another environmental concern is also the tourism destinations in the country, which were also closed during the first months of the pandemic.	Petualang Wisata had no place to offer their services in public places during the lockdown period. However, WITA Tour is the sanitary condition at Yogyakarta city (Petualang Wisata) compared to Bandung, Jakarta, Surabaya and Denpasar (WITA Tour). Yogyakarta was a yellow zone during the massive-scale social restrictions, while Jakarta and Bandung are red/black zone, which is more restricted to be accessed. However, it does not mean that people in Yogyakarta could operate tourism destinations without obeying the regulations from the government.

Although both companies have some differences in the PESTLE analysis, there are several things that the two companies have in common. First, the economic situation of the both companies were facing a down period after the pandemic. Not only for both companies in this research, but also for every travel agency in the country. The key to revive the tourism industry lies in the mobility of the people. The more mobile people become, the more profitable it would

be for the tourism industries. Second, both WITA Tour and Petualang Wisata uses social media marketing as their main marketing communication strategy to revive the tourism industry during the pandemic. By using social media platform, both companies are able to communicate with the market without having to risk their employee’s health by going outside during the lockdown. Third, both companies are cooperating with the local government to revive the tourism scene. This can be proved by the fact that both companies actively conducting indirect interactions and negotiations with the government regarding the tourism regulations and restrictions, in hopes of maximizing the tourism potential for the post-pandemic period. From these similarities, it can be concluded that both companies are being conservative, keeping awareness for the upcoming circumstances in order to rebuild their operation.

G. Data Analysis in Comparison with Theoretical Framework

The tables provided below are how the data obtained from the research subjects compares with the theories that are explained previously in the framework.

a. Henry Fayol’s Five Managerial Functions in Tourism Management

Key Activities	WITA Tour	Petualang Wisata
Planning	Avoid future crisis by improving the marketing communication through creative marketing innovations.	Strengthen the market capabilities by increasing the intensity of their marketing, both offline and online.
Organizing	Sending employees to work from home, cutting salary in half, and frugal financial management	Salary cut down, human resource management, asset management (shutting down branches)
Commanding	Central branch office ultimately commands the rest of the branches	The company’s top management takes charge in

		leading the team to maximize marketing communications
Coordinating	Every program created by the central branch office is communicated effectively and thoroughly to all other branches, in order to avoid misinformation.	The company seeks mutual cooperation with local government in terms of promoting tourism.
Controlling	Control over the details of every event, business trip, promotion, advertisement, discount programs, and other forms of operations that have been created.	Keep in touch with clients and travel associations in purpose of controlling the important network and valuable assets for the company.

For the planning, it is found out from the data that WITA Tour company plans to avoid further damage in facing future crises by improving their marketing communication. By creating new innovation for marketing purposes, the company will have an advantage ahead of their competitors, as the company would get more attention from people and have bigger odds to make deals with more clients. This method is also counted as a part of active crisis management. Meanwhile, Petualang Wisata has a plan to increase the intensity of their marketing in both offline and online platforms. The company believes that it is a great opportunity to rebuild the tourism scene, sepecially after the COVID-19 vaccination has been obligated to the public. It can be said that both companies are actively arranging their strategy to be better prepared in facing future shortcomings.

In organizing, WITA Tour had to cut down the salary of their employees for up to half the price. All the activities of the office are switched to work from home (WFH) to avoid the risk of being infected. The company is also being frugal of their financial situation, minimizing unnecessary expenses such as stopping the production of printed promotion media. The company had stopped printing brochures, pamphlets, books and catalogs since online promotion took over, as Margareta

believed that the strategy of printing promotional media is no longer relevant to the market condition, and became a mere waste of resources. Petualang Wisata also had some things in common. The company also cut down the salary of their staffs, similar to the previous company. Unnecessary expenses also have been cut out. Moreover, they had to close two branch offices in different cities as a result of the pandemic situation. To sum up, both companies were heavily impacted by the pandemic and had to organize their resources as effective as possible, especially the company's financial.

In commanding, WITA Tour has their central branch office in Jakarta to command all activities, programs, and operations of the whole company. The remaining branch offices would follow the instruction given from the central, although they may change the instructions according to their needs and the situation of the region. For Petualang Wisata, the commanding force came from the Yogyakarta branch only because the other branches were shut down post-pandemic. The main branch works as the center of activities, which also helps creating tourism programs and packages for the whole company. In short, both companies have one center branch commanding the company operation, although one of the companies closed other branches due to the condition.

For the coordinating part, WITA Tour uses the main branch office to create programs and promotional sales for the other branches to use. The purpose is to reduce and minimize misinformation in delivering the messages to these branches. A single clear communication is paramount, according to the interviewee. As for the external coordination, WITA Tour also maintain a relation with Indonesian travel associations to exchange information. Similar to WITA Tour, Petualang Wisata also join travel associations for similar purpose. Moreover, the company coordinates with the local government to negotiate and discuss the matter of tourism and travel regulations.

In controlling the company, WITA Tour and Petualang Wisata has similar way of maintaining relations between staffs, sorting out information and programs that would be distributed, or to create good relations with external parties such as government and other travel agencies for mutual benefits.

b. Integrated Marketing Communication Mix Tools

WITA Tour

Tools	Benchmark	WITA Tour	Petualang Wisata
Advertising	promoting products through several forms of advertisement such as banners, brochures, media commercials, pamphlets, and etc.	Advertisements in form of printed media or commercials are temporarily stopped. The company focuses more on digital advertisement	Although the company has brochures and booklets in their office, their advertisement is currently focused on direct and online approach.
Personal Selling	Tourism companies send their agents and sales to offer their products to the designated person/institutions in a person-to-person way.	The sales manage to market their product to a company or institutions little by little over time.	The company uses their salesperson to approach governmental institutions and company that might need travel services
Direct Marketing	Company gives offerings via direct communication platforms (phone, fax, email, meetings)	The company frequently sends emails regarding the updates of tourism promotions and government regulations	The company frequently send emails to their old clients regarding travel updates and regulation updates from the government
Mobile Marketing	Company utilizes mobile phone (hand	The company mainly uses gadgets to adapt	The company contacts their clients through mobile

	phone/cellphone) to market their products	with the new trends of marketing.	phone, which is claimed to be more effective and efficient.
Social Media Marketing	Company utilizes social media platform to engage audiences and promote their products and services	The company relies heavily on this type of marketing, especially since the pandemic started.	The main platform that the company uses is Facebook
Public Relation	Company deploys a team or a division whose main purpose is to build a good, strong connection with important parties and potential clients	The public relation team of the company is joining travel events both offline and online to promote domestic and international tourism, also to build new relations.	The public relation team maintain a beneficial cooperation with travel association, government staffs, and potential clients
Sales Promotion	A strategy of reducing the cost of a tour or a package, giving discounts in order to gain more clients	The company took the advantage by offering cheaper tour and travel packages during the pandemic	The decreasing prices of tickets, flights, hotels, and tourism destination is an opportunity for the agencies to reap more income
Sponsorship	Cooperating with another company or institution to raise funds, expanding promotion or increasing brand	The company does not have any ongoing sponsors, unless there are events. However, the company is actively discussing	The company is cooperating with travel association and also the local government to

	awareness to the public.	about tourism in a travel association in Indonesia.	maximizing the promotion
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There are some similarities and differences found in comparison between WITA Tour and Petualang Wisata for the marketing communication tools, which will be explained in this part of text.

Advertising is a process of promoting products through several forms of advertisement such as banners, brochures, media commercials, pamphlets, and etc. For WITA Tour, advertisements in form of printed media or commercials are temporarily stopped. The main reason is not only the pandemic has made the company to be frugal with their limited resources, but also the change of the trend, which is now more suitable for digital marketing. For Petualang Wisata, the printed media is still available in their offices, which researcher assume was printed and distributed in the pre-pandemic era. However, the company tends to focus on their online marketing section, leaving the printed media on their office remained unused. In short, both companies are focused more on their online marketing communication strategy during the pandemic.

Personal selling is a marketing tool with more direct approach, where travel agencies send their agents and sales to offer their products to the designated person/institutions in a person-to-person way. For WITA Tour, it is found out from the interview data that personal selling had started again after the traveling restrictions from the government had loosened. Only then the company sales team manages to market their product to other company or institutions little by little over time. Slightly different from WITA Tour, Petualang Wisata uses their salesperson to approach governmental institutions and company that might need travel services. The main purpose is to build a good enough relation with the local government in hopes to increase brand awareness and trust from the public. Despite different market segments, both companies use the same method of personal selling, which is marketing directly via phone calls and emails.

Having a strong relation with personal selling, direct marketing is where a company gives offerings via direct communication platforms (phone, fax, email, meetings). As most travel agencies do in the pandemic era, WITA Tour frequently sends emails regarding the updates of tourism

destinations, special prices, and recent regulations from the government regarding the traveling policies. Similarly, Petualang Wisata also sends emails to their old clients regarding travel updates and regulation updates from the government. In short, there are not many differences for the direct marketing found from both companies.

In mobile marketing, company utilizes mobile phone (hand phone/cellphone) to market their products, which both companies started to use frequently these days. WITA Tour mainly uses gadgets (including mobile phone) to adapt with the new trend of marketing, and also to make promotions to be cost-effective. Again, similarly, Petualang Wisata is contacting their clients through mobile phone, which is claimed to be more effective and efficient. There are tremendous amount of advantages a company could get when using mobile marketing, especially in times where physical contact is prohibited.

It is inevitable that social media marketing has become one of the most important marketing tools for the digital era. Companies start to utilize social media to maximize their profit and the number of audiences reached. In using this marketing communication tool, WITA Tour relies heavily on this type of marketing, especially since the pandemic started. Social media usage is increasing and more people will be using social media to seek information, especially the millennials. Based on the interview, the main platforms used by the company are Instagram and Facebook. Petualang Wisata also uses Facebook, as it is the social media with the most marketing target for the company.

Public relation is a team or a division whose main purpose is to build a strong connection with important parties and potential clients. With travel agency being a company that has to build many connections with external parties, public relation became a versatile component for the sake of company's survival. During the pandemic, WITA Tour's public relation team of the company, under the command of central branch office, are joining travel events both offline and online to promote domestic and international tourism, also to build new relations. This would provide the company with several benefits; new connection for future cooperation, more information regarding tourism and travel in Indonesia, and increasing public awareness. Petualang Wisata is also using the similar strategy. The company encourages their public relation team to maintain a beneficial cooperation with travel association, government staffs, and potential client.

In the pandemic period, most of public places were shut down temporarily. This would cause in a cost reduction for tickets, additional fees, and even products. This means travel agencies are also reducing their tourism package prices, giving huge amount of special discounts for the customers in purpose of attracting more travelers and rebuilding tourism. For instance in WITA Tour, prices of transportation tickets, hotels, and tourism destination entrance fee have been decreasing due to the pandemic. Hence, the company took this advantage by offering cheaper tour and travel packages. For Petualang Wisata, similar to other travel agencies, the decreasing prices of tickets, flights, hotels, and tourism destination is an opportunity for the agency to reap more income.

Sponsorship is a part of marketing communication tools which allows a company to execute mutual cooperation with another party or company to reach the same goal. For WITA Tour, the company does not have any ongoing sponsors, unless there are events. However, the company is actively discussing about tourism in a travel association in Indonesia. Again, Petualang Wisata is also involved in many travel company associations across the country. Moreover, they also cooperate with local government to create more opportunities for travel services.

To conclude, the most notable similarity found between the two companies is in the marketing methods, which focus more on online engagement. The public relation, sales promotion, and sponsorship are also somewhat similar for both companies. Despite the similarities, there are difference in the market segmentations, client approach method, and the urgencies of each company. WITA Tour would engage more of the millennial travelers, while Petualang Wisata focuses more on the governmental and institutional travel services.

CHAPTER IV

CONCLUSION

A. Conclusion

Both research subjects, WITA Tour and Petualang Wisata as a small part of travel businesses in the Indonesian tourism scene have faced an enormous unexpected condition since the

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pandemic started in early 2020. Despite all of the shortcomings, both WITA Tour and Petualang Wisata are giving their maximum effort to keep the company on its feet during the pandemic. One way to interact and attract customers post-pandemic period is to adapt to new, essential marketing communication strategies that would fit the condition of the environment.

After collecting data via in-depth interviews, it has been found that both WITA Tour and Petualang Wisata rely heavily on a similar marketing communication strategy; social media marketing. According to the theory of Integrated Marketing Communication, social media marketing is a relatively new strategy compared to the old-fashioned, conventional direct marketing. By utilizing gadgets and internet connection, these companies are able to make some appointments, travel plans, and tour services for their customers although the number of clients is smaller compared to pre-pandemic era. Both travel agencies also actively exchange information and conduct discussion with local governments. The discussion often is about the traveling and tourism regulation, sometimes it is also about sanitation and mitigation in the area. Local government also helps promoting these travel agencies for the public and in turn, the local GDP could increase from the help of tourism industry. Over time, the marketing strategy eventually gets back to the old way of direct marketing. This could happen based on the government's regulation that allows occupants in public places for a limited number of visitors. Moreover, after the vaccine for the virus has been obligated to the public, more and more people want to travel again.

B. Research Limitations

1. This research data is limited only to several sources; in-depth interviews, online news, governmental websites, and journal article references.
2. The sampling method used in this research is purposive sampling, which only takes a small part of a population to represent the whole population.
3. By the time the data is obtained, the COVID-19 pandemic is still occurring in Indonesia, although the infection cases trend is decreasing over time. Therefore, there should be more research that can be elaborated related to this topic after the pandemic ends.

C. Suggestions

Suggestions for Future Researches

1. Future research should elaborate more on how the marketing communication strategies chosen by travel agencies during the pandemic would affect the whole performance of the agency itself after the pandemic ends.
2. Researchers should conduct interviews with parties related to the travel agencies; electronic ticket companies, hotel owners, or travel fair organizers to add more insights and perspectives to the effects of pandemic towards travel agencies.
3. Future researches should be able to analyze the difference of traveling trends around the globe before, during, and after the pandemic.

Suggestions for Travel Agencies

Travel agencies need to stay alert to the circumstances that might happen in the future. Cooperating with another agencies and the government to create more market potential is also a paramount strategy. It would be remarkable if the travel agencies in Indonesia could create an innovative travel concept for future projects. The purpose is to refresh and re-create a brand-new image of tourism from the people, especially Indonesian people who loves to travel.



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ATTACHMENTS

A. Research Design

Research Design for “Management of Global Crisis in Tourism Business: Examining the Marketing Communication Strategies Amidst Pandemic Times for Tours and Travel Agencies in Indonesia.”

Muhamad Aditya Arvian

18321213

The data to be obtained in this research are:

- Detailed information about both research subjects; Petualang Wisata and WITA Tour
- The effects of COVID-19 Pandemic that affects the company
- Strategies used by the company in relation to IMC during the pandemic time

- Future crisis management related to the communication perspective for the company
- Policies and restrictions made by local/national ministry of tourism regarding the pandemic situation
- Strategies applied by the government for the tourism industry to survive the pandemic crisis

The method used in this research/interview is **qualitative interview approach**, where researcher and the interviewee / research subject would do an in-depth interview regarding the data required for the research.

Interviewee:

- Lim Reta (WITA Tour employee), Bandung
- Arifin (Petualang Wisata Yogyakarta employee), Yogyakarta
- Employee/staff from Indonesian Ministry of Tourism

Daftar pertanyaan wawancara 1: Pegawai/staff perusahaan jasa tours &travel

Bagian satu: Informasi dasar

1. Sebutkan nama anda umur, dan jabatan pekerjaan dan lama bekerja di perusahaan ini.
2. Sudah berapa lama perusahaan ini berjalan?
3. Berapa jumlah cabang perusahaan ini sebelum pandemi COVID-19(Jika ada)?

Bagian dua: Informasi perusahaan terkait pandemi

1. Sejak pandemi COVID-19, kemungkinan berapa persen penurunan kegiatan perusahaan? 100 persen

2. Jika boleh tahu, Berapa persen kemungkinan penurunan pendapatan total perusahaan setelah pandemic COVID-19?
3. Berapa cabang (jika ada) yang harus berhenti beroperasi sementara akibat COVID-19 ini?
4. Jelaskan dampak yang dirasakan oleh perusahaan setelah terjadi pandemi pada awal tahun 2020 se-detil mungkin!
5. Bagaimana tanggapan anda terhadap kebijakan pemerintah, termasuk tanggapan terhadap komunikasi yang dilaksanakan pemerintah terhadap pelaku wisata?

Bagian tiga: Informasi mengenai strategi IMC pasca pandemi COVID-19

1. Sejak pandemi, upaya apa saja yang telah dilakukan oleh perusahaan agar promosi tetap berjalan, terutama di bidang komunikasi pemasaran?
2. Jika sudah ada upaya, bagaimana hasil yang diperoleh dari upaya tersebut? Apakah hasil tersebut ada dampak signifikan untuk perusahaan?
3. Apakah upaya yang dilakukan PR/humas perusahaan selama pandemi berlangsung untuk menjaga hubungan baik dengan klien?
4. Selain pemasaran melalui media sosial, apakah ada direct marketing, atau marketing melalui platform lain yang dilakukan oleh perusahaan selama pandemi?
5. Apakah menurut bapak/ibu strategi komunikasi pemasaran yang telah diupayakan ini sudah maksimal atau belum?
6. Menurut bapak/ibu, apakah akan lebih efektif menggunakan strategi pemasaran konvensional, atau strategi marketing online (daring) yang lebih tepat untuk masa pandemi seperti ini, dan Mengapa?
7. Apakah ada strategi yang dilakukan oleh perusahaan untuk menggaet turis mancanegara selama pandemi? Jika ada, apakah strategi itu berdampak signifikan terhadap kinerja perusahaan?

Bagian empat: strategi perusahaan untuk menangani krisis mendatang

1. Menurut bapak/ibu, adakah yang bisa diubah dari strategi komunikasi pemasaran masa pandemi saat ini agar bisa berjalan lebih efektif lagi?
2. Apa saja hal yang perlu dipersiapkan jika di masa mendatang akan terjadi krisis seperti ini?

Daftar pertanyaan 2: Pertanyaan khusus pegawai/Staff kementerian pariwisata Indonesia

1. Bagaimana perubahan ~~situasi~~ di industri pariwisata saat awal terjadi wabah COVID-19?
2. Apa kebijakan yang ~~pertama kali~~ diterapkan kepada industri pariwisata oleh kementerian/pemerintah saat terjadi pandemi?
3. Bagaimana respons ~~awal dari~~ industri pariwisata atas kebijakan yang saat itu baru dibuat/ diubah?
4. Seberapa besar kah dampak perubahan di sektor pariwisata terhadap pemasukkan untuk negara?
5. Setelah pandemi ini melalui beberapa tahapan (PSBB, PPKM, dsb.), apakah kebijakan terkait pariwisata juga ikut berubah sesuai tahap-tahap yang ditetapkan oleh pemerintah?
6. Jika kebijakan dalam industri pariwisata berubah-ubah, apa dengan perubahan yang dibuat membawa hasil yang berbeda? Tolong di jelaskan.
7. Apakah pemerintah/kementerian pariwisata secara aktif melakukan komunikasi atau diskusi dengan para pelaku pariwisata terkait kebijakan/peraturan yang diberlakukan selama pandemi?

8. (Lanjutan pertanyaan no. 7) Bagaimana hal itu dikerjakan? Pesan apa yang disampaikan? Sasarannya siapa? Mediumnya apa?
9. (lanjutan pertanyaan no. 7) bagaimana dampaknya?
10. Apakah dinas pariwisata juga melihat kinerja negara lain sebagai acuan dalam menangani krisis di masa pandemi?
11. Apakah langkah atau strategi yang akan dilakukan oleh kementerian pariwisata untuk membangun Kembali industri pariwisata pasca pandemi COVID-19? Bagaimana hal itu dikomunikasikan kepada industri pariwisata?

B. Interview Transcripts

1. Mrs. Margareta's Interview transcript

Bagian satu: Informasi dasar

1. Sebutkan nama anda umur, dan jabatan pekerjaan dan lama bekerja di perusahaan ini.

“Nama saya Margareta, Bekerja di WITA Tour sebagai Branch Manager, lama bekerja 25 tahun”

2. Sudah berapa lama perusahaan ini berjalan?

“WITA Tour sudah berjalan selama 45 tahun, hampir 50 tahun”

3. Berapa jumlah cabang perusahaan ini sebelum pandemi COVID-19 (jika ada)?

“Sebelum covid sebenarnya kita banyak cabang, yang utama pusatnya di Jakarta. Kemudian kita ada di Bandung, Surabaya dan Bali. Di Jakarta sendiri kita ada beberapa cabang, yaitu di Sudirman Park dan Wijaya.”

Bagian dua: Informasi perusahaan terkait pandemi

1. Sejak pandemi COVID-19, kemungkinan berapa persen penurunan kegiatan perusahaan? 100 persen

“Dari awal pandemi bisa mencapai 100 persen, karena WITA tour lebih banyak bermain di outbond, dan ketika COVID-19 muncul, tidak ada pasar yang bisa kita ajak untuk ke luar negeri. Namun seiring berjalannya waktu, sekarang kami mulai kembali naik secara perlahan.”

2. Jika boleh tahu, berapa persen kemungkinan penurunan pendapatan total perusahaan setelah pandemi COVID-19? 85-90

“Kita sudah mencapai 85-90 dan sudah termasuk sangat berat buat kami. Bukan hanya untuk WITA tour, tetapi travel-travel lain yang juga terdampak.”

3. Berapa cabang (jika ada) yang harus berhenti beroperasi sementara akibat COVID-19 ini?

“Untuk sampai saat ini masih belum, dan kami pertahankan dengan work from home (WFH)”

4. Jelaskan dampak yang dirasakan oleh perusahaan setelah terjadi pandemi pada awal tahun 2020 se-detil mungkin! Paling utama salary karyawan

“Dampak yang paling jelas itu salary/gaji karyawan. Untuk mengakalinya kami cut salary karyawan yang tadinya 100 persen ke kisaran 50 persen. Kalau dari omzet dan lainnya sudah pasti turun. Jadi yang paling terasa itu omzet, gaji karyawan, dan kantor yang WFH”

5. Bagaimana tanggapan anda terhadap kebijakan pemerintah, termasuk tanggapan terhadap komunikasi yang dilaksanakan pemerintah terhadap pelaku wisata?

“Sebetulnya pemerintah tidak ada komunikasi secara langsung, tapi kami sebagai pelaku pariwisata memiliki asosiasi yang menjembatani kami dan pemerintah, salah satunya ASTINDO. ASTINDO menjadi penghubung kami untuk mendapat informasi dan fasilitas pemerintah, dan saat ini sedang berusaha untuk memberikan bantuan kepada perusahaan-perusahaan travel berupa dana, walaupun proses nya tidak cepat dan mudah”

Bagian tiga: Informasi mengenai strategi IMC pasca pandemi COVID-19

1. Sejak pandemi, upaya apa saja yang telah dilakukan oleh perusahaan agar promosi tetap berjalan, terutama di bidang komunikasi pemasaran? Digital dan sosial media

“Karena sekarang sudah era millennial, otomatis kami juga harus mengikuti. Kalau dulu dibuat tour book, yang berisi produk-produk dari kami. Dulu setiap tahun kami cetak untuk dibagikan secara gratis. Namun karena sekarang semuanya serba digital, maka promosi pun bergeser ke produk digital. Media yang kami gunakan yaitu Instagram, facebook, dan media online lain yang termasuk digital. Sudah tidak ada lagi mencetak brosur, buku dan lainnya karena memerlukan biaya”

2. Jika sudah ada upaya, bagaimana hasil yang diperoleh dari upaya tersebut? Apakah hasil tersebut ada dampak signifikan untuk perusahaan?

“Pasti ada, dan lebih kencang karena pasar kami sekarang beralih ke anak-anak muda yang kebanyakan sudah menggunakan gawai untuk mencari informasi travelling. Kalau dulu kebanyakan para orang tua yang datang ke travel untuk mencari informasi, dan mungkin teknologi belum se-canggih sekarang jadi segalanya harus manual. Kalau sekarang sudah turun ke anak-anak mereka yang lebih sering mencari informasi, maka kita pun beradaptasi”

3. Apakah upaya yang dilakukan PR/humas perusahaan selama pandemi berlangsung untuk menjaga hubungan baik dengan klien?

“untuk kegiatan marketing terhadap klien paling kuat ada di pusat, jadi segala kegiatan marketing komunikasi kami minta ke head office, baru nanti diturunkan ke cabang-cabang dan humas yang memerlukan. Lalu setelah itu baru dilanjutkan ke sales, yang bergerak mencari perusahaan dan klien yang membutuhkan jasa kami”

4. Selain pemasaran melalui media sosial, apakah ada direct marketing, atau marketing melalui platform lain yang dilakukan oleh perusahaan selama pandemi?

“Kalau selama pandemi ini tidak ada, vakum semua. Karena kita juga tidak bisa bertemu dengan orang banyak, sehingga terbatas untuk marketing via online saja”

5. Apakah menurut bapak/ibu strategi komunikasi pemasaran yang telah diupayakan ini sudah maksimal atau belum?

“Seharusnya bisa ditingkatkan, karena komunikasi tidak pernah berhenti, semakin lama semakin mudah dan semakin canggih”

6. Menurut bapak/ibu, apakah akan lebih efektif menggunakan strategi pemasaran konvensional, atau strategi marketing online (daring) yang lebih tepat untuk masa pandemi seperti ini? Mengapa?

“Sebetulnya untuk kondisi normal, marketing secara person-to-person atau manual lebih oke dan lebih efektif. Tetapi karena pandemi, kami juga harus mengikuti secara online”

7. Apakah ada strategi yang dilakukan oleh perusahaan untuk menggaet turis mancanegara selama pandemi? Jika ada, apakah strategi itu berdampak signifikan terhadap kinerja perusahaan?

“Ada, kami kan punya cabang Bali, dimana mereka rajin membuat produk-produk dan jasa yang pasarnya khusus turis internasional, walaupun masih agak sulit pada masa pandemi dikarenakan pembatasan akses masuk ke Indonesia. Maka sekarang kami fokus ke domestik terlebih dulu”

Bagian empat: strategi perusahaan untuk menangani krisis mendatang

1. Menurut bapak/ibu, adakah yang bisa diubah dari strategi komunikasi pemasaran masa pandemi saat ini agar bisa berjalan lebih efektif lagi?

“Lebih rajin membuat e-brochure dan lebih intens untuk promosi lewat media sosial karena memang engagement nya juga lebih besar disitu”

2. Apa saja hal yang perlu dipersiapkan jika di masa mendatang akan terjadi krisis seperti ini?

“Masih belum kepikiran, karena situasinya juga masih tidak stabil dan berubah-ubah, maka kami masih siaga dan wait and see menyesuaikan kebijakan pemerintah”

2. Mr. Arifin's Interview Transcript

Nama narasumber: Arifin

Pekerjaan: Pemilik Petualang Wisata

Bagian satu: Informasi dasar

1. Sebutkan nama anda umur, dan jabatan pekerjaan dan lama bekerja di perusahaan ini.

“Nama Arifin, Umur 45, Jabatan sebagai pemilik, dan sudah sejak 2008”

2. Sudah berapa lama perusahaan ini berjalan?

“Dari mulai tahun 2009”

3. Berapa jumlah cabang perusahaan ini sebelum pandemi COVID-19(Jika ada)?

“Ada tiga, di Tasikmalaya, Majenang, dan Yogyakarta”

Bagian dua: Informasi perusahaan terkait pandemi

1. Sejak pandemi COVID-19, kemungkinan berapa persen penurunan kegiatan perusahaan?

“Pandemi tahun pertama mati total (100%), dan tahun kedua baru mulai bangkit Kembali, jadi persentasenya masih sangat kecil”

2. Jika boleh tahu, Berapa persen kemungkinan penurunan pendapatan total perusahaan setelah pandemi COVID-19?

“Kurang lebih 90 persen dari sejak tahun pertama hingga saat ini”

3. Berapa cabang (jika ada) yang harus berhenti beroperasi sementara akibat COVID-19 ini?

“Untuk cabang Tasikmalaya dan Majenang berhenti beroperasi dan tidak ada kegiatan sama sekali”

4. Jelaskan dampak yang dirasakan oleh perusahaan setelah terjadi pandemi pada awal tahun 2020 se-detil mungkin!

“Dampak yang sangat besar tentu saja pada tahun pertama, dimana perusahaan berhenti beroperasi, dan juga banyak staff dan karyawan yang dirumahkan. Sampai sekarang belum normal Kembali”

5. Bagaimana tanggapan anda terhadap kebijakan pemerintah, termasuk tanggapan terhadap komunikasi yang dilaksanakan pemerintah terhadap pelaku wisata?

“Kebijakan yang dikeluarkan oleh pemerintah sangat membantu pelaku pariwisata, karena banyak bantuan yang diberikan kepada pelaku pariwisata, baik secara materiil maupun support atau dukungan. Di satu sisi mungkin agak menyulitkan dikarenakan sifatnya yang ketat, tetapi di satu sisi juga diperlukan untuk mencegah penyebaran COVID-19 dan kita pun harus mendukung”

Bagian tiga: Informasi mengenai strategi IMC pasca pandemi COVID-19

1. Sejak pandemi, upaya apa saja yang telah dilakukan oleh perusahaan agar promosi tetap berjalan, terutama di bidang komunikasi pemasaran?

“Paling kita melakukan pemasaran melalui media sosial, terutama Instagram dan Facebook.”

2. Jika sudah ada upaya, bagaimana hasil yang diperoleh dari upaya tersebut? Apakah hasil tersebut ada dampak signifikan untuk perusahaan?

“Cukup signifikan, minimal intensitas orang untuk mencari informasi tentang pariwisata sudah mulai bangkit Kembali”

3. Apakah upaya yang dilakukan PR/humas perusahaan selama pandemi berlangsung untuk menjaga hubungan baik dengan klien?

“selalu ada tentu saja, selain untuk menjaga hubungan dengan customer tetap, kami juga terkadang saling mengunjungi, tentunya dengan waktu yang telah diizinkan oleh mereka.”

4. Selain pemasaran melalui media sosial, apakah ada direct marketing, atau marketing melalui platform lain yang dilakukan oleh perusahaan selama pandemi?

“Kalau untuk pemasaran di tahun kedua ini sudah kembali berlangsung, namun tetap mengikuti protokol kesehatan”

5. Apakah menurut bapak/ibu strategi komunikasi pemasaran yang telah diupayakan ini sudah maksimal atau belum?

“Strategi komunikasi pemasaran tentu saja sangat dimaksimalkan, namun kembali ke pangsa pasar juga yang utama”

6. Menurut bapak/ibu, apakah akan lebih efektif menggunakan strategi pemasaran konvensional, atau strategi marketing online (daring) yang lebih tepat untuk masa pandemi seperti ini, dan Mengapa?

“Dua-duanya tetap dilaksanakan, karena sekarang kondisi sudah mulai bisa bertatap muka, dan mulai menerima tamu-tamu. Jadi pemasaran konvensional tetap dilakukan, dan pemasaran online untuk meraih pangsa pasar diluar pemasaran konvensional secara maksimal”

7. Apakah ada strategi yang dilakukan oleh perusahaan untuk menggaet turis mancanegara selama pandemi? Jika ada, apakah strategi itu berdampak signifikan terhadap kinerja perusahaan?

“Dengan melalui media sosial tentunya, dimana sangat berdampak terutama pada informasi pariwisata kepada pelanggan”

Bagian empat: strategi perusahaan untuk menangani krisis mendatang

1. Menurut bapak/ibu, adakah yang bisa diubah dari strategi komunikasi pemasaran masa pandemi saat ini agar bisa berjalan lebih efektif lagi?

“selain strategi komunikasi masyarakat, juga lebih rajin mengikuti event-event dari pemerintah maupun event internasional, serta aktif dalam komunitas atau asosiasi travel dalam menggaet lebih banyak klien”

2. Apa saja hal yang perlu dipersiapkan jika di masa mendatang akan terjadi krisis seperti ini?

“Selain dari strategi marketing, memperluas wilayah cakupan, dan mencoba platform lainnya dengan tetap mengikuti aturan pemerintah, karena berperan besar dalam menentukan kegiatan perusahaan di industri pariwisata”

3. Mr. Tantan’s Interview Transcript

Nama Narasumber: Tantan Syurya Santana S.sos M.SI

Pekerjaan: Sekretaris Dinas Kebudayaan dan Pariwisata (DisBudPar) Kota Bandung

1. Bagaimana perubahan di industri pariwisata saat awal terjadi wabah COVID-19?

“Ketika pandemi dimulai awal maret 2020, semua sektor terkena dampak, terutama pariwisata. Mulai dari komponen hotel, restoran, hiburan dan sebagainya menyumbang 33% PAD kota

Bandung, yang jumlahnya sekitar 2,4 triliun. Berarti jika hanya dari sektor pariwisata saja berjumlah 780 miliar.

2. Apa kebijakan yang diterapkan kepada industri pariwisata oleh kementerian/pemerintah saat terjadi pandemi?

“Ada beberapa tahap untuk sektor pariwisata, diawali dengan pembatasan sosial berskala besar (PSBB) pada awal maret 2020, dimana pemerintah berfokus pada sektor kesehatan dan mitigasi terlebih dahulu. Beberapa bulan kemudian, sekitar bulan agustus pemerintah mulai menerapkan adaptasi kebiasaan baru (AKB) dimana terjadi relaksasi-relaksasi pada sebagian sektor pariwisata. Selanjutnya mulai dibuka kembali hotel, restoran dan transportasi umum dengan tetap menerapkan protokol kesehatan yang ketat. Pada masa AKB ini pula mulai bermunculan kembali aktivitas ekonomi yang menambah pemasukkan dari sektor pariwisata di Kota Bandung, walaupun angkanya belum setara dengan masa sebelum pandemi COVID-19. 2021 mulai memasuki periode PPKM, dimana kebanyakan sektor sudah mulai buka kembali dengan toleransi kapasitas dan relaksasi yang lebih besar, meski pada pertengahan 2021 sempat terjadi gejala kasus yang tinggi dan menyebabkan ditutup kembali nya tempat-tempat umum yang telah disebutkan.”

3. Bagaimana respons industri pariwisata atas kebijakan yang saat itu baru dibuat/diubah?

“Ketika pertama kali diberlakukan, tentu saja banyak komplain. Tetapi ketika mereka sudah mulai mengerti situasi, mereka juga mulai beradaptasi dengan keadaan, dan mereka harus memiliki komitmen untuk mencegah COVID-19, karena jika sampai muncul cluster baru, mereka sendiri yang rugi dan terpaksa harus ditutup oleh pemerintah. Disinilah dibutuhkan sinkronisasi antara pemerintah dan para pelaku wisata demi kebaikan bersama”

4. Seberapa besar kah dampak perubahan di sektor pariwisata terhadap pemasukkan untuk negara?

“Pasti penting. Contohnya saja di Kota Bandung, sektor pariwisata menyumbang 33% dari PAD, dan itu hanya dari hotel, restoran dan hiburan. Belum lagi dari sektor-sektor lainnya yang mungkin bisa menambah lebih banyak pemasukkan terhadap daerah maupun negara”

5. Setelah pandemi ini melalui beberapa tahapan (PSBB, PPKM, dsb.), apakah kebijakan terkait pariwisata juga ikut berubah sesuai tahap-tahap yang ditetapkan oleh pemerintah?

“Berubah-ubah sesuai dengan trend penyebaran COVID-19. Misalnya pada awal AKB, hotel boleh dibuka hanya berkapasitas 30% dan restoran belum boleh dine-in. Pada PPKM mulai diperlonggar jadi 50% kapasitas, dan pada Agustus 2021 sudah mencapai 70%”

6. Jika kebijakan dalam industri pariwisata berubah-ubah, apa dengan perubahan yang dibuat membawa hasil yang berbeda? Tolong di jelaskan.

“Tentu saja berbeda karena selain ketatnya ProKes, pemerintah juga mewajibkan vaksinasi. Kebetulan Bandung sebagai pusat pariwisata, hiburan, dan kegiatan lain-nya mewajibkan setiap pengunjung untuk masuk menggunakan aplikasi. Dengan begitu, secara tidak langsung menjadikan pengunjung wisata menjadi relawan dari COVID-19 karena ketika mereka mau masuk harus di vaksin terlebih dahulu. Tentu saja beda daerah beda juga cara penanganannya. Makanya ketika pariwisata mulai menggunakan aplikasi sebagai syarat masuk, output yang dihasilkan juga berbeda, dan menuju ke arah yang lebih baik.”

7. Apakah pemerintah/kementerian pariwisata secara aktif melakukan komunikasi atau diskusi dengan para pelaku pariwisata terkait kebijakan/peraturan yang diberlakukan selama pandemi?

“Harus itu, jadi setiap 2 minggu sekali di update di media sosial mengenai kebijakan wali kota dan daerah, terkadang juga 1 minggu sekali jika situasinya menjadi darurat. Yang kedua pemerintah juga menyebarkan informasi melalui asosiasi-asosiasi di daerah agar mereka tahu. Ketiga juga dilakukan monitoring langsung oleh pemerintah setempat terkait pelaksanaan kebijakan yang telah dibuat agar semuanya tertib dan lancar.”

8. (Lanjutan pertanyaan no. 7) Bagaimana hal itu dikerjakan? Pesan apa yang disampaikan? Sasarannya siapa? Mediumnya apa?

“Utamanya disebar melalui asosiasi dan Lembaga-lembaga dibawah DisBudPar, dan juga di media sosial. Para pelaku pariwisata juga aktif bertanya terhadap peraturan daerah setiap

minggu nya, jadi informasi dari pemerintah betul-betul diserap dan diaplikasikan terhadap usaha mereka. Mereka selalu update dan mencari informasi, berharap ada kelonggaran dari jam operasional dan kapasitas.”

9. (lanjutan pertanyaan no. 7) bagaimana dampaknya?

“99 persen taat, walau masih ada juga yang mencuri kesempatan diluar pengawasan satpol PP. Tetapi selama masih diberi peringatan, kita tegur dulu. Baru jika tetap bandel, maka bisa diberhentikan oleh satpol PP.”

10. Apakah dinas pariwisata juga melihat kinerja negara lain sebagai acuan dalam menangani krisis di masa pandemi?

“Betul, karena kebijakan daerah itu mengikuti kebijakan pemerintah pusat, jadi kami juga tidak bisa menyalahi wewenang dari pusat. Pemerintah pusat pun sebelum menurunkan kebijakan, pasti melihat kinerja negara-negara lain. Misalnya PPKM dinaikkan jadi level 3, itu karena varian Omnicron sudah mulai menyebar di negara-negara tertentu.”

11. Apakah langkah atau strategi yang akan dilakukan oleh kementerian pariwisata untuk membangun Kembali industri pariwisata pasca pandemi COVID-19? Bagaimana hal itu dikomunikasikan kepada industri pariwisata?

“Strategi nya yaitu yang pertama tetap penerapan prokes 5m, karena jika terjadi gejala kasus pariwisata harus Kembali tutup. Berikan masyarakat jaminan, inovasi dan kreasi baru terutama di bidang IT dan digital, tidak lupa dorongan dan dukungan pemerintah untuk terus melakukan kreasi yang baru. Lalu relaksasi yang terus berjalan, seperti pembukaan destinasi wisata secara perlahan mengikuti perkembangan trend. Nanti kalau sudah sangat turun kasusnya, perbanyak event untuk atraksi 3A dalam pariwisata: Akses, Amenitas, Atraksi”