

**DANAR HADI BATIK STRATEGY IN MAINTAINING
RELATIONS WITH CUSTOMERS IN THE ERA OF PANDEMIC
COVID 19**

**(Descriptive Qualitative Study with a Relationship Management Theory
Approach about Danar Hadi Surakarta's Strategy in Maintaining Mutual
Benefit Relationships with Customers)**



**Arranged as one of the requirements to complete the Undergraduate Study
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**By :
HANIEFA KHARISMA PUTRI
L100164009**

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Oleh

HANIEFA KHARISMA PUTRI

L100164009

Telah diperiksa dan disetujui untuk diuji oleh :

Dosen Pembimbing



Pundra Regga Andhita, M.I.Kom

NIK. 100.1918

HALAMAN PENGESAHAN

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OLEH :

HANIEFA KHARISMA PUTRI

L100164009

Telah dipertahankan di depan Dewan Penguji

Fakultas Komunikasi dan Informatika

Universitas Muhammadiyah Surakarta

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Dan dinyatakan telah memenuhi syarat

Dewan Penguji :

1. Pundra Rengga Andhita, M.I.Kom
(Ketua Dewan Penguji)
2. Vinisa Nurul Aisyah, M.I.Kom
(Anggota I Dewan Penguji)
3. Drs. Joko Sutarso, M.Si
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Nurgivatna, S.T., M.Sc., Ph. D.

NIK. 881

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HANIEFA KHARISMA PUTRI

L100164009

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Abstract

This study aims to determine the strategy of Danar Hadi Batik in maintaining relationships with customers in the Covid 19 pandemic era. This study uses a qualitative method with an emphasis on data collection in in-depth interviews and literacy studies. The data analysis method uses the Miles & Huberman interactive analysis model and data validity analysis in this study uses triangulation. The results showed, the customer relationship strategy carried out by Batik Danar Hadi during the Covid 19 pandemic did not require sharp changes because previously there had been careful program planning for a certain period of time. The following is the marketing communication strategy carried out by the Danar Hadi Batik Communication Marketing Division during the Covid 19 pandemic through Scan, namely customer analysis carried out through observation surveys based on customer knowledge, Map namely planning done by changing the offline strategy to online, Act is to optimize online programs such as websites, social media, applications (start-up), whatsapp, complaint handling, and the new normal activity program, Rollout is a deep implementation during program implementation controlled by the marketing communication division and for problems or damage assisted by a third party team, Track is to evaluate through the CRM system (report) for a period of 1 year. Steward is to monitor and maintain product quality assisted by the quality control division.

Keywords: Batik, Surakarta, Customer, Relationship Management

Abstrak

Penelitian ini bertujuan untuk mengetahui strategi Batik Danar Hadi dalam menjaga hubungan dengan konsumen di era pandemi Covid 19. Penelitian ini menggunakan metode kualitatif dengan menitikberatkan pada pengumpulan data melalui wawancara mendalam dan studi literasi. Metode analisis data menggunakan model analisis interaktif Miles & Huberman dan analisis validitas data dalam penelitian ini menggunakan triangulasi. Hasil penelitian menunjukkan, strategi customer relationship yang dilakukan oleh Batik Danar Hadi pada saat pandemi Covid 19 tidak membutuhkan perubahan yang tajam karena sebelumnya telah ada perencanaan program yang matang untuk jangka waktu tertentu. Berikut adalah strategi komunikasi pemasaran yang dilakukan oleh Divisi Pemasaran Komunikasi Danar Hadi Batik pada saat pandemi Covid 19 melalui Scan yaitu analisis pelanggan yang dilakukan melalui survei observasi berdasarkan pengetahuan pelanggan, Map yaitu perencanaan yang dilakukan dengan mengubah strategi offline menjadi online,

Bertindak untuk mengoptimalkan program online seperti website, media sosial, aplikasi (start-up), whastapp, penanganan pengaduan, dan program kegiatan normal baru, Rollout adalah implementasi yang mendalam selama pelaksanaan program yang dikendalikan oleh divisi komunikasi pemasaran dan untuk masalah atau kerusakan dibantu oleh tim pihak ketiga, Lacak adalah untuk mengevaluasi melalui sistem CRM (laporan) untuk jangka waktu 1 tahun. Steward bertugas untuk memantau dan menjaga kualitas produk dibantu oleh divisi quality control.

Kata Kunci: Batik, Surakarta, Pelanggan, Manajemen Hubungan

1. INTRODUCTION

1.1. Background

In Indonesia, batik is seen not merely as a momentary expressive art work or a new product that appears following certain trends. Batik in Indonesia is a written product of ancestral heritage that has lasted a long time, hundreds of years, between generations. The existence of batik as an Indonesian national heritage has also been recognized internationally through the United Nations Educational, Scientific and Cultural Organization (UNESCO), one of the international organizations under the United Nations (UN) relating to education, science and culture. Since 2 October 2009, UNESCO established Indonesian batik as a humanitarian legacy for oral and non-material culture (Masterpieces of the Oral and the Intangible Heritage of Humanity).

When viewed from the pattern, batik in Indonesia has a diversity that is different from one another. Almost every region in Indonesia has a unique batik motif. One area that has a distinctive style is Surakarta, Central Java. In Surakarta, batik initially only developed in the palace environment. Batik was introduced to people outside the Surakarta palace environment. The management is carried out by merchants Kauman, Laweyan and Kratonan. From this, the people outside the palace began to make batik, that is, to paint cloth with canting and liquid wax. Until now Surakarta batik has spread to various regions in Indonesia and even abroad.

When the popularity of batik is increasingly rising, it has implications for the market demand that is not small. This condition requires the batik industry to be more productive and innovative. Danastri (2017) revealed, the increasing use of batik in all circles has pushed the batik industry to become more advanced. This demand gave birth to the development of the batik industry from written techniques to stamp and printing techniques. Both of these techniques existed since the mid-19th century when technology-based machines began to enter the textile industry. Afterwards, the amount of batik production increased. According to the Ministry of Industry of the Republic of Indonesia, the value of batik exports up to October 2017 has reached USD 51.15 million. This figure is up from the first semester of 2017 achievement of USD39.4 million. The main export destinations are Japan, the United States, and several countries in Europe. Furthermore, according to the Directorate General of Small and Medium Industries (Dirjen IKM) of the Ministry of Industry, Gati Wibawaningsih, the world trade in apparel products which reached USD442 billion has become a great opportunity for the batik industry to increase its market share, considering that batik is one of the raw materials for apparel products .

Market demand for Indonesian batik products is almost felt positively by all domestic batik industries, including Surakarta batik. Meanwhile, one of the fast-growing batik industries in Surakarta is Batik Danar Hadi. This is a brand that has been struggling for a long time in the Indonesian batik industry. According to Labib (2017) Batik Danar Hadi was founded by Sentosa Doellah and his wife Danarsih Hadipriyo in 1967. Sentosa Doellah is a descendant of batik entrepreneurs in Laweyan, Solo, Central Java. Sentosa Doellah is the fifth child of 10 siblings born to Dr. Doellah and Hj Fatimah Wongsodinomo. That said, this industry was named in accordance with the fragmentary name of Santoso Doellah's wife, namely, Danarsih Hadi Priyono. Their market expansion began in 1975 when they opened a small shop in Jakarta. Good sales results encourage them to expand their markets to expand to other cities such as Bandung, Medan, Surabaya, Yogyakarta and Semarang. Gradually, this effort was successful starting from obtaining local, national to

international segmentation. To maintain the quality of motifs in a wide market segmentation, Batik Danar Hadi collaborates with renowned designers, creating new modes that are more attractive. It is said that to this day Batik Danar Hadi is referred to as one of the three largest batik industries in Indonesia.

According to Herman (2014), Batik Danar Hadi has succeeded in penetrating a wide market network to foreign countries. Batik Danar Hadi has exported and has dozens of existing buyers with market share such as America, Europe, Australia and Asia. This success is inseparable from the role of the first generation, the founder of Batik Danar Hadi who went directly into the production process, from upstream to downstream. From this involvement, the legacy of art and marketing are still maintained today. Another interesting thing done by Batik Danar Hadi is the batik production process which is carried out by itself starting from the beginning to the end, this makes the quality control always maintained.

Government efforts to increase the use of domestic production through legislation Number 5 of 1984 concerning Industry. This law states that one of the goals of Indonesia's industrial development is to increase foreign exchange earnings through increasing exports of national production, in addition to saving foreign exchange through prioritizing the use of domestic production to reduce dependence on foreign countries. The formation of this law is one of the government's efforts to encourage the emergence of desired changes in the behavior of the government and industrial companies so as to enable increased use of domestic production.

It's just that trade does not always run smoothly. According to the Indonesian Batik Industry Ministry, the export development of batik and batik products has decreased since 2015.



Gambar 1. Nilai Ekspor Batik dan Produk Batik

There are times when obstacles come. In the batik industry, several obstacles include issues of fluctuations, raw materials, marketing constraints and the reduction of batik workers (Nurbiajanti, 2011). But all these obstacles can still be predicted the solution. Unlike the case when there are emergency conditions that make the industry must stagnate. This is what has been felt by almost all industries in Indonesia since the 19th plague broke out. There is a destructive excess in the national economic climate, including a decline in the market in the textile industry such as batik.

Covid pandemic 19 had a real impact on the batik industry. Some problems that arise such as declining export demand, reduced local market purchasing power, to the issue of production costs encourage the batik industry to be able to make competitive strategies to maintain its existence. This is also what Batik Danar Hadi did. In responding to the sluggish national economy, Batik Danar Hadi optimizes local market segmentation by keeping old customers while trying to add new customers. Batik Danar Hadi understands, the batik industry must not only rely on one segmentation but also need to maintain good relations with all its markets. One part of the company from Batik Danar Hadi whose role is to establish good relations with customers is the marketing communications division. This division has the task of implementing marketing communication strategies in the realm of customer

relations. The challenge is quite heavy, that is, maintaining existing customers while predicting the opportunity to add new customers in the 19th pandemic era.

In the realm of communication science, to find out the extent to which the strategy carried out by the marketing communications division is able to have a positive impact on Batik Danar Hadi can be examined using relationship management theory. This theory examines communication activities that connect companies and the public. The focal point discusses the management process of relations between a company and its public, internal and external (Kriyantono, 2014). Through this theory, it can be seen the extent of the role of the Batik Danar Hadi Communication Marketing Division in establishing relationships with its customers to produce a positive impact on the company. Similar research conducted by Ledingham (2015) in "Relationship Management: The Core Focus of Public Relations" that the obvious point here is that relationship management offers the opportunity for long-term, productive, mutually beneficial relationships, as well as providing a means of satisfying the need for accountability. And, these opportunities have the potential to help public relations better contribute to achieving organizational goals and objectives through the ethical and effective management of organization-stakeholder relationships. This study uses previous research as a comparison with research to be carried out by researchers and as a guide in conducting research. Previous research conducted by Suryadi (2009) "Analysis of the Effect of Implementing Relationship Marketing Input on Customer Loyalty in Batik Danar Hadi Surakarta Company" shows that maintaining good relations with customers is an effort to maintain customer expectations, improve service quality and cooperation with customers. It's just that in this study not examined more deeply the segmentation of its customers. The existing segmentation of Danar Hadi is analyzed in depth so that the typology can be known both demographically, geographically and psychographically. Demographic segmentation includes age, gender, education, type of work and economic level.

Table 1. Demographic Segmentation

o	Aspect	Customer Category
	Age	27-45 Years old
	Gender	Woman and Man
	Education	Strata 1 and above
	Type of Work	Formal sectors worker and employers
	Economic Level	Upper middle class (AB)

Demographic analysis is very important to create program direction according to customer needs. Furthermore, demographic segmentation provides a very important handle in marketing, namely the suggestion to choose only certain parts of a very broad audience in order to provide the best service Morissan (2003). The next segmentation that is also considered is geographical. Geographical segmentation is related to the distribution of customers based on geographical reach. The geographical segmentation of Danar Hadi's products is mostly in the city-level areas, such as Surakarta, Semarang, Yogyakarta, Jakarta, Surabaya, Bandung, Medan, Balikpapan and Makassar. The third segmentation noted by Danar Hadi Surakarta is psychographic. Psychographic segmentation based on human lifestyle and personality. Where in this concept it is believed that lifestyle affects one's behavior and ultimately determines one's consumption choices Morissan (2003). Psychographic segmentation of Batik Danar Hadi is a typology of customers who understand the value of art, culture and the existence of batik as a noble heritage of the ancestors of Indonesian people.

These three segments are the reference of the marketing communications division to develop a customer relations program that is able to make a positive contribution to Batik Danar Hadi. Later the program is intended for existing customers, but also does not close the acquisition of new customers outside of existing segmentation. This is important because different customer segments require different strategies. However, this research has not yet discussed the strategies that

must be taken to implement a public relations program. That is what drives the author to find out more about the strategy of Batik Danar Hadi in maintaining relationships with customers in the era of the 19th pandemic through relationship management theory.

1.2 Literature Review

1.2.1 Relationship Management Theory

Relationship management theory is a theory that examines communication activities between companies and their publics. Ledingham, Botan and Hazelton explained, this theory focuses on the management process of relations between companies and their public, internal and external. Still according to him, this theory views the activity of harmonious communication is an important part of maintaining profits for organizations and the public. The benefits include a balance of interests between the two Kriyantono (2014). This theory strongly emphasizes the importance of maintaining a balanced pattern of interests between a company and its public. This theory places communication activities as public stimulants that need to be considered carefully in order to be able to build harmonious relations, accommodating the interests of one another.

Communication is placed as a tool that needs to be translated into specific programs to accommodate each other's interests. In its application, there are several things that need to be considered between the process of a company's relationship with its public, namely the different perceptions, attributes and identities that influence each other. This difference must be balanced with the presence of empathy, understanding and efforts to benefit each other Kriyantono (2014). Both parties will need to develop a shared understanding of the importance of long-term relationships. If both of them already understand it, it will be easier to create positive public perceptions, public support, loyalty to products or services, competitive advantage compared to competitors in the same product market Ledingham (2005). All of these

things will ultimately lead to the consistency of productivity and employee morality. Furthermore, Ledingham revealed, relationship management theory is applied through the SMARTS model, namely, Scan (Analysis or monitoring the environment), Map (Planning), Act (Producing or carrying out initiatives and testing it), Rollout (Implementation), Track (Evaluating the success of initiatives) and Stewards (Adjust or monitor and maintain quality).

2. METHOD

This study uses a qualitative descriptive method that produces data in the form of written or oral words from people and observed behavior. Furthermore, this study aims to explain phenomena in an intensive and deep way through deep data collection Kriyantono (2016). The sampling technique in this study used purposive sampling. According to Hidayat (2017) purposive sampling technique is related to research sampling that sets specific characteristics or criteria according to research objectives so as to solve problems in research. The sample in this study was Batik Danar Hadi's Communication Marketing Division, which was responsible for 3 regions namely Yogyakarta, Semarang and Solo. These three regions have played an important role since Batik Danar Hadi was founded. The three regions are like the heart of the Batik Danar Hadi market in Indonesia, although it also does not rule out the possibility of positive sales levels can change outside the three regions. It's just that if you look at the simultaneous response of the market and its historical record, the three regions have an important role.

Related to data retrieval, this study uses 3 ways namely, interviews and literacy studies. Interviews were conducted with an in depth interview model. Interviews were conducted on a number of parties, namely, (1) Inou Marcsta Hernawan, (Assistant Marketing Communication Manager Areas 2 and 3, Yogyakarta, Solo and Semarang areas) and (2) Aryo Prakoso V. (Expors Manager) .

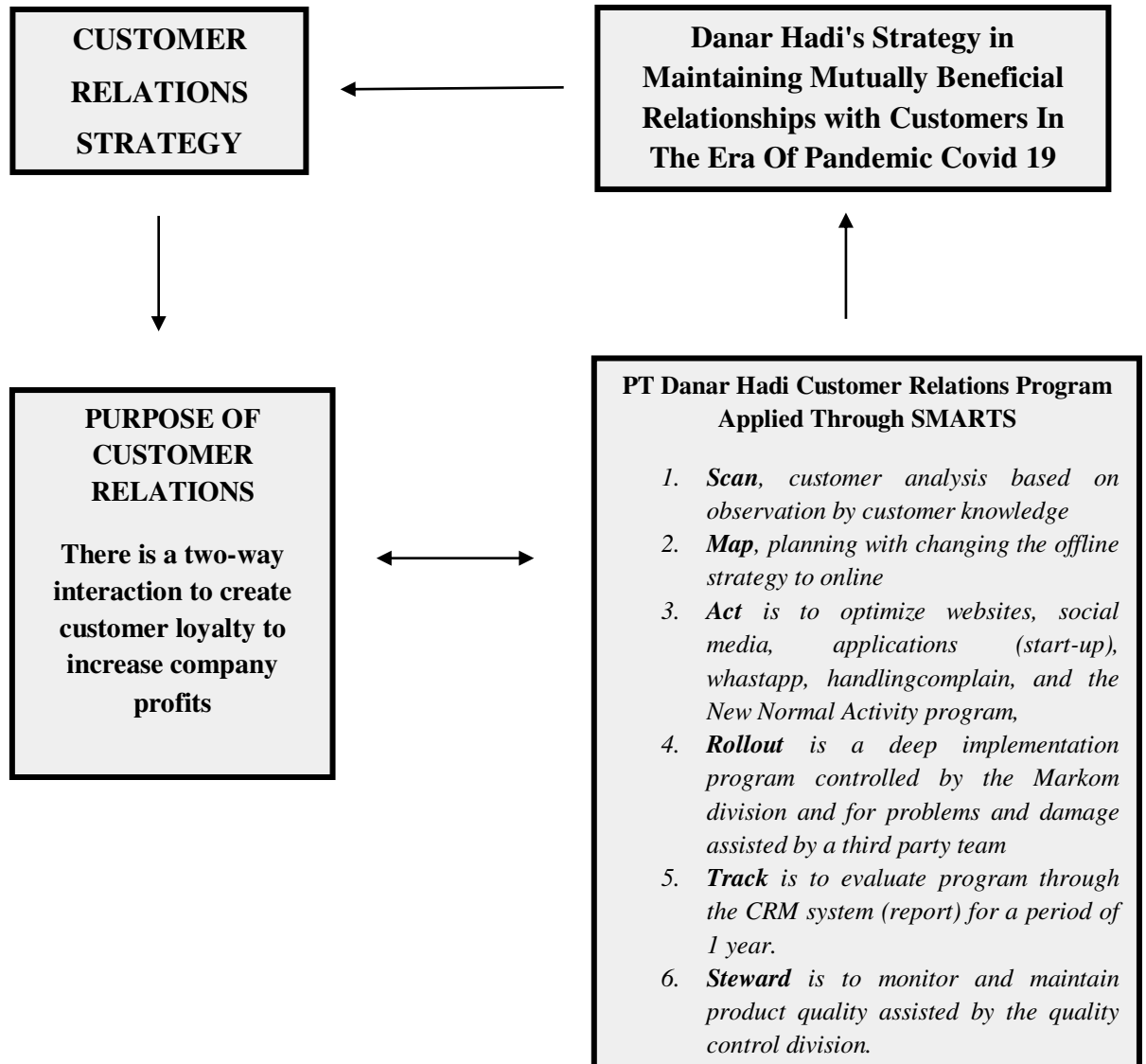
Related to literacy studies, the authors strive by fulfilling relevant literacy through books, journals and other research sources according to research needs.

The Data Analysis Method uses the Miles & Huberman Interactive Analysis Model. In this study data analysis was carried out simultaneously with the data collection process. There are four stages in the process of data analysis namely data collection, data reduction, data presentation and drawing conclusions.

Data validity analysis in this study uses triangulation. The triangulation that I use is triangulation of data sources. Triangulation of data sources is related to exploring the truth of certain information through various methods and sources of data acquisition (Rahardjo, 2010). The application of this technique the authors do by combining 3 types of data collection techniques namely interviews and literacy studies. Through two method, it is hoped that the writer gets a holistic and in-depth perspective.

3. RESULT AND DISCUSSION

3.1 Results



3.2 Discussion

Batik Danar Hadi's Communication Marketing Division holds a key role in establishing customer relations. That role shows that the Marketing Communication Division of Batik Danar Hadi is no longer trapped in the classical understanding of the role of public relations whose function is limited to public relations activities. At Batik Danar Hadi, public relations activities also include marketing communications that must be carried out with certain analysis and consideration. In short, Batik Danar Hadi combines aspects of communication and marketing in one part of the organization namely the communication marketing division. Based Alison Theaker (2001) Public relations in the field of consumer relations is often regarded as marketing communications. Marketing, as we have seen, is the identification of the needs of consumers, and how to satisfy those needs profitably. Within the field of consumer PR, several further specialisms exist. Those who deal with clients who produce fast-moving consumer goods (fmcg) have to have different approaches to those who deal with clients where the buyer is making a decision which will involve a substantial sum of money. Kitchen quoted in Theaker (2001) Public Relation was viewed as important for marketing support by the marketeers, whilst Public Relation executives saw this as a minor area and viewed issues management, employee communications and corporate communications as their priorities. However there was general agreement that PR was part of integrated marketing communications. Norman Hart quoted in Theaker (2001) defines marketing communications as 'across the board communications to help move a potential customer from a state of ignorance towards a position of decision and action. This is one of the company's business advantages, that is, placing public relations and marketing activities in one section. This is in accordance with what was expressed by Sandra Oliver, "Public relations activities form an important part of an organization's policy in defining the environmental factors which affect its corporate business activities (Oliver, 2007).

According to Janiar and Dadang (2018) Customer relations is a new strategy to bind consumers to a company. Through Customer Relations activities, batik Danar Hadi Surakarta strives to be able to establish good relations with customers. Based Payne, Frow (2010) "The purpose of customer relationship management is to efficiently and effectively increase the acquisition and retention of profitable customers by selectively initiating, building and maintaining appropriate relationships with them."

The creation of mutual benefits between customers and organizations will create satisfaction of loyalty and continuous relationships. According to Wildyaksanjani and Sugiana (2018) The success of implementing the relationship between the organization and its public depends on the willingness of each party to align their various interests and the cooperation of both parties in an effort to find solutions to problems experienced by the other party. Peppers et. al. quoted in Roger and Robert (2017) Learning relationships are possible when there is dialogue resulting in increasingly more detailed feedback over time. B.J. Pine, D. Peppers, and M Rogers said the following: "A learning relationship is an ongoing connection between an organization and its customers that becomes smarter as the two interact with each other. In learning relationships, individual customers teach the company about their preferences and needs. The more customers teach the company, the better it becomes at providing what they want and the more difficult it will be a competitor to take them away. " In the theory of relationship management Ledingham (2005) Togetherness in understanding and achieving benefits between organizations and the public can create: long-term relationships, positive public perception, public support, loyalty to products or services, competitive advantage compared to competitors in the same product market, increasing productivity and employee morality.

To measure the effectiveness of the performance of the communications marketing division, Batik Danar Hadi has a target for the division. The target includes an increase in Customer Relationship Management (CRM) which is implemented in

the form of an increase in the number of customers over a certain time span. As stated by Innou Marcsta Hernawan, “Target CRM ini pasti harus naik. Akan naik sekitar 10-15%. Mengacu juga pada pergerakan 3 tahun ke belakang seperti apa”. That target demands the role of communication to be effective in marketing activities. The combination of the two is implemented through relevant programs arranged to achieve the targets set by the company. Furthermore, how the marketing communication strategy carried out by Batik Danar Hadi's Communication Marketing Division will be explained by the writer through Scan (Analysis or Monitoring the Environment), Map (Planning), Act (Producing or Initiative and Testing), Rollout (Implementation), Track (Evaluating the Success of Initiatives) and Stewards (Adjusting or Monitoring and Maintaining Quality).

3.2.1 Scan

The scan is related to the environmental analysis carried out by Danar Hadi's Batik Communication Marketing Division in studying its customers. Long before the Covid 19 pandemic, the turnover of textile exports was indeed not good. From there, the communication marketing division has prepared itself with various possibilities, monitoring its customers. Before to the Covid 19 pandemic, environmental analysis was carried out by the communication marketing division using several methods, such as surveys, direct field observations and social media analysis. Overall there was no significant difference in how Danar Hadi conducted customer analysis during and before the pandemic. Apart from surveys, the next effort that is still being carried out by the communication marketing division is customer social media analysis. So, the communication marketing division is not only limited to browsing customers' social media but also studying the content. As explained by Innou Marcsta Hernawan, “Melalu media sosial analisisnya kita tahu nih *customer* kita siapa. Khususnya *customer* lama. Kita *list* dulu nama-namanya, lalu kita cari instagramnya. Ketika sudah dapat instagramnya, kita pelajari, misal, ternyata ada kontennya yang menunjukkan dia beli bahan batik untuk dibuat menjadi baju, nah kita lihat seperti apa

modelnya, itu sebenarnya yang menjadi masukan buat kami” So, if the survey focuses on customer service expectations in the future. Then social media analysis pays more attention to the latest batik trends, motifs and styles that customers want. This is very useful for Batik Danar Hadi to later become a designer input in packaging the next theme. In digital marketing communications, companies should indeed be able to optimize the various conveniences offered by the internet. As stated by Rob Brown, the existing facilities on the internet are much richer and more complex than traditional media channels. At one level it provides a platform that to varying degrees allows the traditional channels to migrate their content and reach different audiences. On another level it delivers a series of new media platforms and has created the forum through which the consumer and the brand can interact (Brown, 2009).

The next effort made by the marketing communications division in monitoring the environment is to see market movements. This is so that the latest products issued by Batik Danar Hadi match the customer's wishes and learn from other competitors. “Misal, di Semarang toko kami bersebelahan dengan Citraland. Tiap Jumat, Sabtu dan Minggu mereka adakan bazar batik murah, ini menggerus *customer* kami. Dari 100 %, ada 40% *customer* yang hilang. Kami hanya mendapatkan 60% *customer*, 40% ke mereka. Nah di sini kita pelajari apa yang mereka cari di toko tersebut Nantinya itu akan mempengaruhi produk kami ke depannya” (Hernawan, 2020).

It's just that during the Covid 19 Pandemic what Danar Hadi still did was analyzing the customer with direct observation of the customer, “Analisa customer dilakukan Danar Hadi selama Covid tetap dilakukan adalah dengan observasi berdasar pada customer knowledge yang kemudian nantinya berguna untuk menciptakan sampel penjualan.” (Aryo, 2020).

According to Novianto (2015) Customer knowledge refers to how to understand customer needs and wants. Through analysis of customer purchasing behavior that has been obtained, and processed, and compiled and then analyzed. The

way this is done is to do a survey of the market about market needs, market price issues, trending designs, packaging, colors, sizes, and variations. Thus the company will obtain customer knowledge and can predict customer demand, adjust strategies for customers. In the COVID-19 pandemic like now, Batik Danar Hadi targets to be able to get customers by paying attention to the conditions during the Covid 19 pandemic. This condition is the impact of the sluggish wheels of the national economy. The Covid 19 pandemic has not only touched the health sector but also the social economy of the community.

3.2.2 Map

This effort includes program planning during the Covid 19 pandemic, Danar Hadi's focus is on building customer migration from offline to online. Planning for the customer relations management program carried out by the Marketing Communication Division of Danar Hadi Batik by compiling a number of mutually beneficial programs so that the benefits can be enjoyed by both parties by covering two domains, namely online and offline. Given the situation and conditions of online programming became a mainstay for Batik Danar Hadi during the Covid 19 pandemic. "Strategi Danar Hadi untuk menghadapi pandemic Covid 19 yaitu merencanakan untuk mengubah strategi offline menjadi online" (Hernawan, 2020). As stated This program will be optimized as best as possible by measuring possible obstacles such as the readiness of information technology systems and the availability of human resources in order to provide convenience and comfort in purchasing products even during a pandemic. "Untuk penyusunan program selama covid dilaksanakan melalui *online meeting* dimana program yang akan dirancang lebih menitikberatkan pada beberapa customer pilihan" (Hernawan, 2020). This is done in order to maintain a more personal relationship with these customers. The reference can be seen in terms of goods sold during the pandemic which are a priority to be offered back to customers.

3.2.3 Act

The offline program that was implemented before Covid 19 was a membership card (Danar Hadi Privilege Card Program). This program provides benefits for customers in the form of special discounts, reedem point rewards, private invitations for fashion shows, merchant partner discounts and delivery services. Only this program is considered less flexible when done offline, considering that in the era of information technology, smartphones have become an inseparable part of customers. Therefore Batik Danar Hadi encourages customer migration from membership cards to smartphone friendly “Danar Hadi” applications in early 2020. This application prototype has been made long ago and has been tested before the Covid 19 pandemic. This is an advantage for Batik Danar Hadi. As stated “Di tahun 2019 aplikasi sudah direncanakan, tetapi kita butuh waktu kira-kira 1 tahun untuk uji coba dan daftar aplikasi ke google serta *apple store* hingga disetujui. Baru pada Januari aplikasi kita sudah beredar, bisa ditemui pada google dan *apple store*”(Hernawan, 2020). The presence of the "Danar Hadi" application has the right momentum. So, when the Covid 19 pandemic began to get busy and people were reluctant to leave their homes, the "Danar Hadi" application could answer the needs of customers who wanted to buy Danar Hadi Batik products.

The existence of the application strengthens other pre-existing online channels such as websites and social media. It's just that for social media in the era of the Covid 19 pandemic, its use has become more optimal, it is emphasized as a mini storefront for Batik Danar Hadi. Then in terms of service, be it an application, website or social media has 24-hour customer service. This is more convenient than offline stores that are limited in time and space. This flexibility is the positioning of Batik Danar Hadi. Even though the Covid 19 pandemic has limited customer movements, customer visits to Batik Danar Hadi can be unlimited as long as they access the application, website or social media.

“Strategi Danar Hadi untuk menghadapi pandemi Covid 19 adalah mengubah strategi offline menjadi online, dan mengoptimalkan program online seperti websites,

social media, applications (start-up), whatsapp, handlingcomplain” (Hernawan,2020). Apart from these three online programs, for customers who are not familiar with applications, websites or social media, there is one more program that makes customers more flexible in accessing Danar Hadi Batik products, namely, optimizing the messaging application, whatsapp, through the #danarhadicomestoyou program. This is a service that facilitates online purchases via WhatsApp to deliver the purchased product into the hands of the customer. This program makes it easier for customers to purchase activities in the era of the Covid 19 pandemic while also providing convenience for shopping, without worrying about the potential spread of Covid 19. The next program is handling complaints. This program is a customer complaint handling service. Some of the predicted problems that often arise in the online shopping system are resolved through this program. For example, a product mismatch received, product damage during delivery and others. Complaints can be filed directly through the available communication channels. In this case Batik Danar Hadi understands very well how to build trust with customers, therefore all forms of customer complaints are sought to be resolved quickly and accurately. The solution consists of several things such as repair, product replacement, clarification or an apology from the company for unsatisfactory service.

In addition to the several programs above, Danar Hadi created products related to the needs during the Covid 19 pandemic. “Salah satu inovasi programbaru yang dilakukan selama pandemi covid 19 adalah dengan menawarkan e-catalog kepada customer juga ditambahkan dengan “New Normal Activity” seperti penyediaan masker bermotif batik dengan model ear loop, hijab, hand sanitizer, dan sajadah travel.” Hernawan, (2020). The New Normal Activity program was held as an effort to adapt the company to a crisis to make it easier for customers to get their needs during a pandemic. Marketing that is carried out is not only offline but also easy to find on some online shopping sites. Although the comparison of advantages between masks and clothes is much different, masks are one of the necessities during the Covid

19 pandemic. Customers who have loyalty to the Danar Hadi Batik brand will always look for the newest products, including masks.

The needs of the community during the Covid 19 pandemic have increased, if previously masks were not the main need, during the Covid 19 pandemic the demand for masks was quite significant. Especially when medical masks become a rare item. Cloth masks are an alternative that is also recommended by the government. Responding to these conditions, Batik Danar Hadi needs to adjust, producing masks as one of the selling commodities. The motifs are unique and interesting, without losing the distinctiveness of Surakarta batik.

Another aspect of adjustment made by Batik Danar Hadi during the Covid 19 pandemic was by issuing a discount program. Discounts apply to all types of products, starting from stamp, printing and writing, within a certain period of time. This information is disseminated massively via online and offline channels, internal or external. Apart from social media, Batik Danar Hadi also uses a number of other online-based channels. During the Covid 19 pandemic, online use has also become more optimal and effective in reaching physically limited customers.

Environmental conditions do affect the company. The pattern of payment communication by the company must always be ready for change. This is important, responding to change positively is a form of adaptation of the company to the existing challenges and obstacles. "However, given that change is a permanent scenario in many organizations, communication managers need all the public relations skills at their disposal to ensure that staff contribute to decision making, ownership of the outcomes and subsequent supportive action for any change development plan" (Oliver , 2007). So, all programs issued must be based on pre-existing problems.

Overall there are several online programs that were optimized by Batik Danar Hadi prior to the Covid 19 pandemic, namely, websites, social media, applications (start-ups), whatsapp and complaint handling, and New Normal Activity. The program

was structured as a single marketing communication activity that emphasizes the convenience and comfort of customers in buying Danar Hadi Batik products during the Covid 19 pandemic.

3.2.4 Rollout

The rollout is related to the implementation of the program carried out by Batik Danar Hadi. This is where the company provides a big role for the marketing communications division. “Untuk menjaga kesinambungan kerjasama *cross department marcom* sendiri bekerja untuk menjembatani acara *departement sales* dan *departement* yang saling berhubungan dalam kerjasama” Aryo (2020). Not only during the programming stage but also how to implement the program was not going well according to the planning that had been prepared. “Sedangkan untuk implementasi dalam menjalankan program markomnya sendiri kita kerja sama sama pihak ketiga, dan kita gabisa sebutin. Mereka yang bikin program aplikasi itu karena memang kita pilih mereka yang sudah kompeten ya, karna aplikasi tersebut butuh bandwidth yang besar. Kita markom hanya mengontrol service apa kekurangan apa kelebihannya.” (Hernawan,2020)

Implementation of programs according to plan will more quickly create mutual benefits between customers and the company. Making the program that is carried out is “Pihak ketiga sendiri yang memang kita percayakan seperti itu karna kalo untuk aplikasi ini kalo missal kita jalankan sendiri biaya akan lebih besar lagi karena bandwidth itu besar kita harus punya server sendiri, maintancenya kita harus punya orang 24 jam untuk menjawab itu.”(Hernawan,2020)

The thing that most needs to be addressed quickly is when there are complaints from customers. Each complaint will be studied and addressed with solutions. This is what will create satisfaction, loyalty and sustainable relationships. The success of the relationship between the company and the public depends on the willingness of each party to align its various interests and the cooperation of the two parties in finding

solutions to problems experienced by other parties Wildyaksanjani & Sugiana, 2018). This is in line with what Suryadi (2009) expressed, the need for companies to understand customer expectations, maintain service quality intensively and increase cooperation. However, even though customer handling efforts are maximized it's just that there are still obstacles in the implementation of the program.

This obstacle is related to technical problems on the website and application. The two channels tend to experience problems more easily than the other channels. The problem is related to cyber attacks, such as viruses and others. This problem requires solutions from other divisions. It is undeniable, the online world requires extra security compared to offline. So, no matter how good the application or website of a company is, if it is not equipped with adequate IT personnel, the security is risky.

Another problem lies with the customer himself. “Seringkali *customer* memiliki kendala, apakah itu bersumber dari server atau memang dari pihak customer sendiri, seperti, jaringan, kuota atau kurang adaptif terhadap saluran yang tersedia”(Hernawan, 2020). In this condition, Batik Danar Hadi still has be responsive and be able to provide solutions. In the online marketing communication model, moving customers from having a desire to buy to not buying can take place faster than offline marketing. So, whenever there is a technical problem that takes up the customer's time, mind and energy when accessing the Batik Danar Hadi online channel, the customer tends to leave the problem. That means not making a purchase. Therefore, if you want the implementation of the program that has been compiled to be carried out well, then customer technical complaints must be addressed quickly and precisely. Its implementation requires the availability of customer complaint services that are not bound by time and space.

3.2.5 Track

The track is related to the evaluation efforts made by the Marketing Danar Hadi Communication Marketing Division of a number of programs that have been running.

“Evaluasi yang dilakukan kami melalui *system CRM (report)* yang dapat dilihat bisa dalam kurun 1 minggu, 1 bulan, 6 bulan maupun 1 tahun dengan komposisi *apple to apple*.” (Hernawan,2020). According Parvatiar, Sheth (2001) Customer Relationship Management is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to Achieve greater efficiencies and effectiveness in delivering customers value. (Sheth & Sisodia, 1995) The purpose of CRM is to improve marketing productivity. Marketing productivity is achieved by increasing marketing efficiency and by enhancing marketing effectiveness. It's just that because of the pandemic this year the evaluation will be conducted within a period of 1 year, it cannot be concluded immediately in a short and fast deadline. As stated “Di tahun ini untuk dapat mengetahui dan mengevaluasi penjualan yang dilakukan menggunakan *system CRM* komposisi *apple to apple* dalam rentang kurun waktu 1 tahun” (Aryo,2020). Information related to increasing the number of customers can be traced by the Marketing Communication Division of Batik Danar Hadi through all online channels that have been provided, especially applications. This evaluation measure leads to two aspects, namely, an increase in the number of customers and sales figures, this measure is the company's effort to find out the feedback provided by the customer. This information is very important in order to evaluate and correct all programs that have been running. This is as expressed by Sandra Oliver, "Feedback" is "the return to the point of origin, evaluative or corrective action, about an action or a process" (Oliver, 2007).

In addition to measuring the increase in the number of customers, another evaluation that is also carried out is knowing the extent to which the program that has been running has made a positive contribution to the company's revenue. The measuring limit is the target set at the beginning of the program, but when the Covid 19 pandemic breaks out, the initial target needs to be updated, adjusting to existing

conditions. Before Covid 19, one of the positive measures in this aspect was when there was a change in numbers compared to the previous time frame, , “Kita lihat pergerakan 3 tahun ke belakang seperti apa. Pasti ada perbandingannya, perbandingan Januari 2018, Januari 2019 dan Januari 2020” (Hernawan, 2020). This measure can be a barometer of evaluation, the extent to which the program can be implemented appropriately and appropriately in increasing positive contributions to the company. “Dari semua program muaranya pasti ke *sales omzet* toko, sesuai target yang ditetapkan oleh *management* dan keuntungan itu nantinya dijadikan modal bahan kerja kembali” (Hernawan,2020).

3.2.6 Steward

Steward deals with the efforts of Batik Danar Hadi through the Marketing Marketing Division in adjusting, monitoring and maintaining quality according to customer expectations. The aspect of adjusting is related to Batik Danar Hadi's efforts in meeting customer expectations. “Dananar Hadi memonitor dan menjaga kualitas dengan penjaminan kualitas melalui divisi *quality control (QC)*” (Aryo, 2020)

To always maintain customer satisfaction and minimize complaints, the quality control division aims to monitor and test all production processes involved in the production of a product according to factory or company specifications. It is at this stage that the communication marketing division must be able to carry out good monitoring, especially regarding maintaining the quality of the program in order to achieve the set targets. Until now, the number of customer increases cannot be known precisely, not to mention the sudden covid 19 pandemic. Yes, the best measure to assess the effectiveness of the marketing communication strategy carried out by the company is to use the point of view of customer satisfaction about the products and programs that are used. created so as to minimize the occurrence of complaints. If the customer gives a positive response, it means they are satisfied and the message that

Batik Danar Hadi wants to convey through a number of its online programs can be conveyed well in the minds of the customer.

4. CONCLUSION

Basically, the customer relations activities carried out by PT Batik Danar Hadi are aimed at creating customer loyalty in order to increase the company's profit. The customer relationship strategy carried out by Batik Danar Hadi during the Covid 19 pandemic did not require sharp changes because previously there had been careful program planning for a certain period of time. The following is a marketing communication strategy undertaken by the Marketing Communication Division of Batik Danar Hadi during the Covid 19 pandemic. The writer will present it via Scan namely customer analysis carried out through observation surveys based on customer knowledge, Map namely planning done by changing the offline strategy to online, Act is to optimize online programs such as websites, social media, applications (start-up), WhatsApp, complaint handling, and the new normal activity program, Rollout is a deep implementation during program execution controlled by the marketing communication division and for problems or damage assisted by a third party team, Track is to evaluate through the CRM system (report) for a period of 1 year, Steward is to monitor and maintain product quality, assisted by the quality control. The author suggests further research to be able to explore further about other sectors such as how the opportunities and challenges of PR marketing strategies for PT. Danar Hadi so as to compare and complement existing research.

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