

CRISIS MANAGEMENT OF PUBLIC RELATIONS SHOPPING CENTERS IN PANDEMIC ERA (STUDY AT LIPPO MALL PURI)

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ABSTRACT

The background of this study is a pandemic that resulted in crises in various sectors and one of them is malls and shopping centers. The purpose of this study is to get an idea of how the implementation of public relations crisis management and marketing communications implemented by shopping centers in times of crisis during the Covid-19 pandemic. This research uses crisis management theory of public relations and marketing communication with descriptive qualitative research methods with a case study approach that captures data through interviews, observations, documentation, and literature studies. The results of this study revealed that marketing communication and public relations crisis management by implementing health protocols, collaboration with the government, and promotion on social media are very important for Lippo Mall Puri to survive in times of crisis during pandemics.

Keywords: Management crisis public relations, Marketing communication, Pandemic Covid-19

1. PREFACE

Currently, countries in the world are fighting together in the fight against Corona Virus Disease 2019 or often called Covid-19. The Covid-19 virus spreads very easily through fluids that come out of the mouth or nose when people interact. This deadly virus has killed hundreds or even thousands of people in various countries. On March 11, 2020, the WORLD HEALTH ORGANIZATION officially confirmed the Covid-19 outbreak as a pandemic [1]. There is no denying that the capital city of Jakarta has become one of the cities facing the consequences of the Covid-19 pandemic, so the DKI Jakarta regional government enforces Governor Regulation No. 33 of 2020 related to the implementation of PSBB, namely Large-Scale Social Restrictions on April 9, 2020. The implementation of this PSBB makes activities and activities that are generally done outside the home become very limited, such as office workers who must apply WFH (Work From Home), or educational activities that must be carried out online, then shopping centers, playgrounds, restaurants, and tourist attractions are required to close temporarily in order to reduce the spread of the Covid-19 virus [2]. Raden Pardede as Executive Secretary I of the Committee on Handling Covid-19 and National Economic Recovery, stated that the Covid-19 pandemic has left the Country in a very severe crisis [3].

This crisis of course has a huge impact on various sectors and one of them is malls and shopping centers. In this PPKM policy, shopping centers and malls are required to close in order to suppress positive cases of Covid-19. This pandemic has changed a variety of things, one of which is the way it works with new habits (new normal). The Covid-19 pandemic forced companies to set the right strategies in search of new opportunities. Shopping centers are required to adapt in order to return to operation and expand marketing communication so as to increase profits from consumers and visitors. One of the tactics used by shopping centers is to expand marketing by applying appropriate marketing communication to analyze opportunities, determine the right target consumers, and must be able to manage businesses so that they become

efficient in crisis during pandemic times. The above exposure is the reason the author is interested in doing this research because of the author's curiosity about the concept of marketing communication strategies carried out by shopping centers in the pandemic period. Based on the information the authors have received so far, the pandemic has had a major impact on the shopping sector. So the author is interested in researching with the title Of Public Relations Crisis Management that Supports Shopping Center Marketing Communication in Pandemic Times (Study at Lippo Mall Puri).

Related Work

Here is a previous study that has relevance to those studied by researchers. The first previous research was marketing communication strategy PT. BCA Finance in Maintaining Brand Amid COVID-19 Pandemic [4]. The research was published in October 2020 by Ria Puspita Desa and Umaimah Wahid, and using qualitative research methods. This research comes from the Faculty of Communication Sciences, Budi Luhur University Jakarta. Similar to this study, the authors and previous authors discussed marketing communication in the midst of the Covid-19 pandemic. The difference is that previous research discussed pt. BCA Finance, while the author discussed about Lippo Mall Puri.

The second previous research was Petromindo Group's Public Relations Marketing Strategy in the era of the Covid-19 Pandemic. The study was published in April 2021 by Selvy Maria Widuhung, and uses qualitative research methods. This research comes from Bina Sarana Informatika University. The similarity of these two studies is that the authors and previous authors both discussed the marketing strategies implemented by companies in the era of the Covid-19 pandemic. The difference is that previous research discussed petromindo group, while the author discussed lippo mall puri.

The third previous research was the Public Relations Crisis Management Strategy PT. Angkasa Pura I I Gusti Ngurah Rai International Airport Bali in The Face of the Impact of the Eruption of Mount Agung 2017. The research was published in 2017 by Made Widya Sekarbuana, I Gusti Agung Alit Setyawati, and Ni Nyoman Dewi Pascarani, and using qualitative research methods. This research was published from the Faculty of Social and Political Sciences udayana University. Similarities with previous research are the authors and previous authors both discussed the public relations crisis management applied by companies in dealing with crises from external parties. The difference is that the Author conducted research related to public relations crisis management applied by Lippo Mall to deal with the Covid-19 Pandemic crisis. While previous research conducted research related to public relations crisis management applied to deal with the impact of the eruption of Mount Agung 2017.

The fourth previous research was Communicating in Times of Crisis: Strategies for Using Internet Media in the Face of Crises in the Digital Age. The study was published in January 2017 by Aqida Nuril Salma, as well as using qualitative research methods. This research comes from Gadjah Mada University. Similar to previous research is that the authors both use the use of communication through the internet media in the face of crises. The difference is that the author discussed the use of communication through internet media at Lippo Mall Puri in the pandemic period.

The fifth previous research was MARKETING COMMUNICATION STRATEGY (Study on Tupperware Home Party Event In Maintaining Consumer Loyalty PT. Riau Cahaya Utami in Pekanbaru City) with qualitative research methods. The study was published in February 2017

with written by Wahyu Rizky Aditya. This research comes from the Faculty of Social and Political Sciences, Riau University. The equation of these two studies is previous research and the authors used segmentation, targeting, and positioning in implementing marketing communication strategies. The difference is that previous research conducted a study on The Tupperware Event, while the author conducted a study on Lippo Mall Puri.

Our Contribution

Based on the purpose of this study, the benefits of this study are expected by the authors, namely as follows: (a) Academic Benefits, the authors hope this research can provide new insights in communication science, especially marketing communication strategies, and become a reference in learning, as well as useful as an academic reference in similar design and (b) Practical Benefits, This research is expected to be useful for Lippo Mall Puri with the hope that in the future the use of digital media can be further developed in marketing communications implemented by Lippo Mall Puri.

Management Crisis Public Relations

According to Barton, a crisis is an unexpected situation that can adversely affect organizations and the general public. These events can seriously damage an organization, its employees, products and services produced by an organization, the financial condition, and reputation of the company. Nova states that there are several factors driving the crisis are natural disasters, work accidents, incomplete products, public awareness, harmonious working relationships, misguided business strategies, criminal problems, management changes, and business competition [9].

Corporate management should take crisis resolution seriously by designing a crisis management plan to prevent the spread of crises by implementing appropriate crisis management strategies to minimize the risk of errors. Strategic decisions are based on the identification and analysis of the situation to make appropriate decisions regarding the management of crisis situations.

Marketing Communication

According to Kotler and Keller (2012), marketing is a social process in which individuals and groups create, deliver, and exchange valuable products and services to get what they need and want. Marketing encompasses the entire system of business activities, from product and service planning, pricing, promotion and distribution, to meeting the needs and desires of consumers with high-quality services [10]. Marketing is a system of business activities aimed at product planning, pricing, promotion, and distribution that meets consumer needs and achieves business goals. Marketing concepts include needs, wants, requirements, production, usability, value, and satisfaction. Stock exchange, trading and market relations, marketing and markets. Need is everything that is needed by a person in maintaining his survival in order to achieve well-being. Desire is a strong need for a deeper need. Demand, on the other hand, is the desire for a particular product that is supported by the ability and willingness to buy it. According to Effendy, communication is the process of delivering messages from one person to another with the aim of communicating or changing attitudes, opinions, or behaviors, either directly or indirectly, or otherwise [11]. Communication activities include not only individual communication but also to include organizational communication. A company in all fields of business will always use communication to introduce and market the products it offers. Marketing communication is a marketing activity by applying methods aimed at a large audience in order to achieve an increase in a company's revenue [12].

Event

An event can be interpreted as an activity to commemorate the importance of personal life or human groups related to customs, cultures, traditions and religions, which take place at a certain time, involving the community environment, for a specific purpose [13]. An event is a program that runs in accordance with the plan to achieve the organization's goals.

2. RESEARCH METHOD

In this study, the authors used a descriptive qualitative research approach using case study methods. According to Sugiyono, qualitative research methods are research methods that examine the natural state of objects and make hypotheses [14]. This research focuses on specific objects that are being studied as examples. Case studies are the activity of deeply examining an event within a group of people or institutions to explore the event in detail [15].

The subjects of the study were Mr. Ronald Widjaja as Marketing Communication Lippo Mall Puri, Daniel and Nathania as visitors to Lippo Mall Puri and Mrs. Diah Ayu Candraningrum as expert sources. The object of this research is Lippo Mall Puri's Public Relations Crisis Management and Marketing Communications. The author will use several data collection techniques based on case studies, namely interviews, observations, documentation, and literature studies. The interview was conducted on Ronald Widjaja as Marketing Communication Lippo Mall Puri, Nathania and Daniel as visitors lippo mall puri, and Diah Ayu Candraningrum as expert sources. Researchers also conducted observations on Lippo Mall Puri and documentation in the form of photo uploads from Lippo Mall Puri social media. Data processing techniques use Open Coding, Axial Coding, and Selective Coding. In this study, the authors used triangulation as a data validity technique.

3. FINDINGS AND DISCUSSIONS

Lippo Mall Puri is swiftly aware of Covid-19 as a crisis that will have a negative impact on the company. The Covid-19 pandemic has prevented malls from operating and hindered the running of a transaction.

Management Crisis Public Relations

According to Barton, a crisis is an unexpected situation that can adversely affect organizations and the general public. These events can seriously damage an organization, its employees, products and services produced by an organization, the financial condition, and reputation of the company. The Covid-19 pandemic became a crisis for Lippo Mall Puri because the pandemic was an unexpected situation and had a negative impact on the company. Similarly expressed by Ronald as marketing communication Lippo Mall Puri, he explained that Covid-19 inhibits transactions and threatens the sustainability of the company. Lippo Mall Puri conducts identification and analysis of the crisis first before determining the strategy to be used. Ronald explained that identification and analysis are carried out with the aim of knowing the best solution to overcome the crisis. When knowing of a problem must immediately identify the steps involved in the warning phase or warning stage. According to Steven Fink, this alert level is known as the prodromal level, which suggests that if not addressed quickly and appropriately, it can cause a crisis for the company and cause destruction. Ronald as marketing communications revealed that in this identification, he began to read the situation related to the cause of the crisis by reviewing the facts that occurred on the ground and adjusting and confirming the cause of the crisis. Such activities are one of the communication marketing work systems when acting to help companies guard against the worst possibilities. Lippo Mall Puri is required to be able to

recognize the situation quickly, recognize the source and occurrence of danger or so-called crisis signals. The identification phase allows companies to recognize and prepare for situations when such crises occur.

Ronald then conducted an analysis of the identification results conducted at the previous stage in the hope that the development of information can be provided through the procedure explained by Ronald Widjaja that the use of 5W + 1H is a way to express and deepen the Covid-19 pandemic crisis systematically, informatively and clearly. In the face of the crisis due to Covid-19, Lippo Mall Puri brings together crisis analysis activities with crisis identification activities. This is because Lippo Mall Puri assumes that crisis analysis is an integral part of identification, so the analysis will be done as soon as Lippo receives information or data about identification activities in the field. Many crisis management systems allow Lippo Mall Puri to be quarantined. This prevents a crisis that can spread to various parts of the company. Isolation or quarantine crises occur during the acute phase, during which the media begins to report on the incident. The hampering of operations due to the Covid-19 pandemic that occurred does not rule out the possibility that the crisis can be spreading, but Ronald as marketing communication isolates the crisis through various public relations crisis management strategies related to marketing communications. Isolation of the crisis is carried out in collaboration with various television media and newspapers.



Figure 1 Metro TV covered Lippo Mall Puri

Lippo Mall Puri also utilizes digital media as a means to share information related to existing developments, for example, the arrival of the Mayor to conduct inspections, and health protocols at Lippo Mall Puri. Collaboration with various media and the use of digital media is a strategy to improve a positive image in the eyes of visitors. Both visitors interviewed also revealed that they saw Lippo Mall Puri as a safe and comfortable mall due to existing health protocols. The health protocol is also part of the recovery strategy by Lippo Mall Puri. Ronald said that with the various health protocols that exist, it can make visitors feel safe to come. Recovery strategies, or it can be referred to as follow-up crisis management, are necessary to normalize the situation. Based on Ronald's statement that the recovery strategy is expected by the company to reach a mutually beneficial solution for both parties, namely so that the company continues to gain public trust in the pandemic period, and visitors can continue to visit without fear of contracting Covid-19. Lippo Mall Puri uses adaptive strategies to recover from crisis situations. The alternative strategy used by Ronald Widjaja is adaptive strategy. It is a way to recover from the situation by changing policies, changing operations, and improving the company's image. Lippo Mall Puri defines adaptive strategy as the most appropriate strategy for the company because it collaborates with the government and media, organizes various events and shopping programs and uploads health protocols that are implemented and promotes them on social media.

The Controller Program is said to be an attempt to control the crisis cycle in the hope that the crisis will not reoccur. Although the crisis was caused by an unexpected pandemic disaster, in this case there is an unavoidable Covid-19 virus. Lippo Mall Puri predicts the control program is no different from the recovery strategy. The Company interprets the controlling program implemented after the crisis, as a restructuring strategy aimed at returning the situation to normal operations, and the purpose of this program is outside parties, namely, Lippo Mall Puri visitors. As explained by Ronald, crises such as Covid-19 must be overcome through adaptation and innovation. Adaptation is done in the form of adjusting to pandemic situations and innovating by uploading health protocols implemented, collaboration with the government, spreading shopping programs in various segmentation of visitors and holding live music events and vaccination locations.

Marketing Communication

Philip Kotler states that there are three stages that need to be applied so that marketing communication can run effectively, namely segmentation, targeting and positioning.

Segmentation is a strategy for understanding consumer structure. Segmentation is necessary for businesses to better serve their customers, communicate more attractively, and most importantly to meet the needs and desires of the company's target consumers. Lippo Mall Puri segments visitors by dividing visitors into several categories, namely teenagers (millennials), families or children. By categorizing visitors, Ronald asserted that it makes it easier to prepare shopping vouchers and events that will be held.

Targeting is the company's action to determine the segment or market that has been targeted to enter, so that marketing is able to run effectively and can achieve the company's goals to the maximum. Lippo Mall Puri is targeting through its Instagram account, by distributing shopping vouchers to various categories of visitors that have been segmented.

Positioning is a way for a marketer to convey images, perceptions, and ideas about what is being offered to consumers through the communication process. Positioning seeks to create an image in the minds of consumers who have been segmented. When compared to previous research, namely Marketing Communication Strategy (Study on Tupperware Home Party Event in Maintaining Consumer Loyalty PT. Riau Cahaya Utami in Pekanbaru City) which was researched by Wahyu Rizky Aditya, where the tupperware home party event activities aim to instill a good image so that consumers always remember and not forget about the products offered. Similar to this research, various activities are carried out with the aim of instilling a positive image in the minds of visitors that Lippo Mall Puri is a safe and comfortable mall.

Event

An event is a program that is carried out in a planned manner to achieve an organizational goal.



Figure 2 Live music event that was posted on Instagram

Lippo Mall Puri organizes vaccination and live music locations that both fall into the category of Organizational events, namely events conducted by companies or agencies to achieve the company's goals.

4. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the analysis of research data, it was concluded that the crisis management carried out by Lippo Mall Puri communications marketing aims to manage the crisis situation due to the Covid-19 pandemic that has an impact on shopping center operations. The crisis management strategy implemented by Lippo Mall Puri is continuous with marketing communication in the form of collaboration with the government such as the arrival of the mayor, the use of the Pedulilindungi application, the provision of free vaccination locations, then cooperation with various media to create a positive image in the pandemic period so as to increase visitor confidence in Lippo Mall Puri. Lippo Mall Puri also spread vouchers accompanied by promotions on Lippo Mall Puri's Instagram social media, as well as live music events. These strategies are carried out by Lippo Mall Puri in the hopes of making visitors feel safe and comfortable to come to Lippo Mall Puri during the Covid-19 pandemic.

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