

**TCI** TOP COACH  
INDONESIA

# MARKETING IN CRISIS

TOM MC IFLE

INDONESIA'S#1 BUSINESS COACH

## THE STORY OF MARKETING

**"Proses STRATEGI manajemen produk dan jasa, mulai dari konsep hingga diterima oleh pelanggan."**







## Why Products fail....

- Sudah tidak cocok dengan kebutuhan masyarakat
- Ketinggalan jaman
- Ineffective or Inconsistent Branding
- Design tidak menarik
- Overoptimis
- Gagal promosi
- Channel Distribusi lemah





## Tiga Kebutuhan Konsumen Saat ini

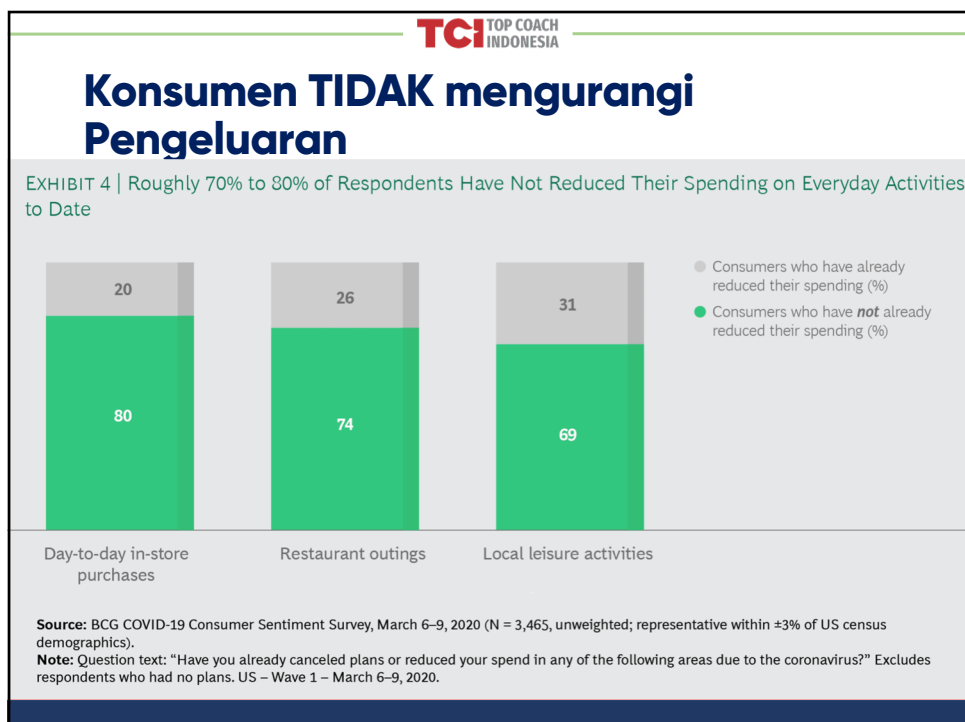
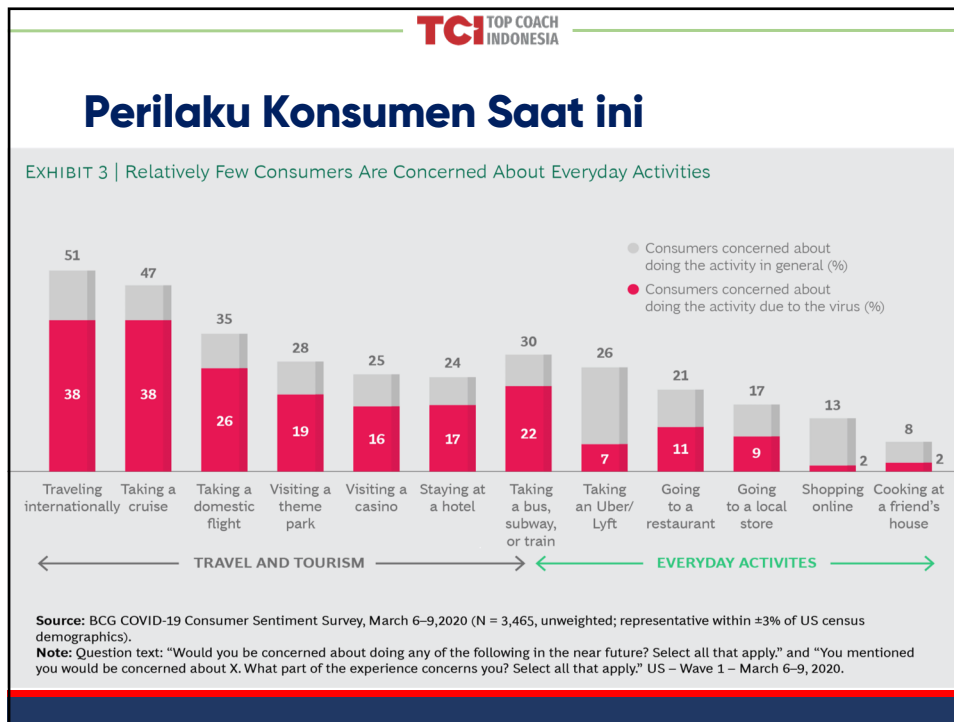
EXHIBIT 2 | Consumer Sentiment Reflects Fear of the Virus and of Recession, but Also Many Signs of Business as Usual

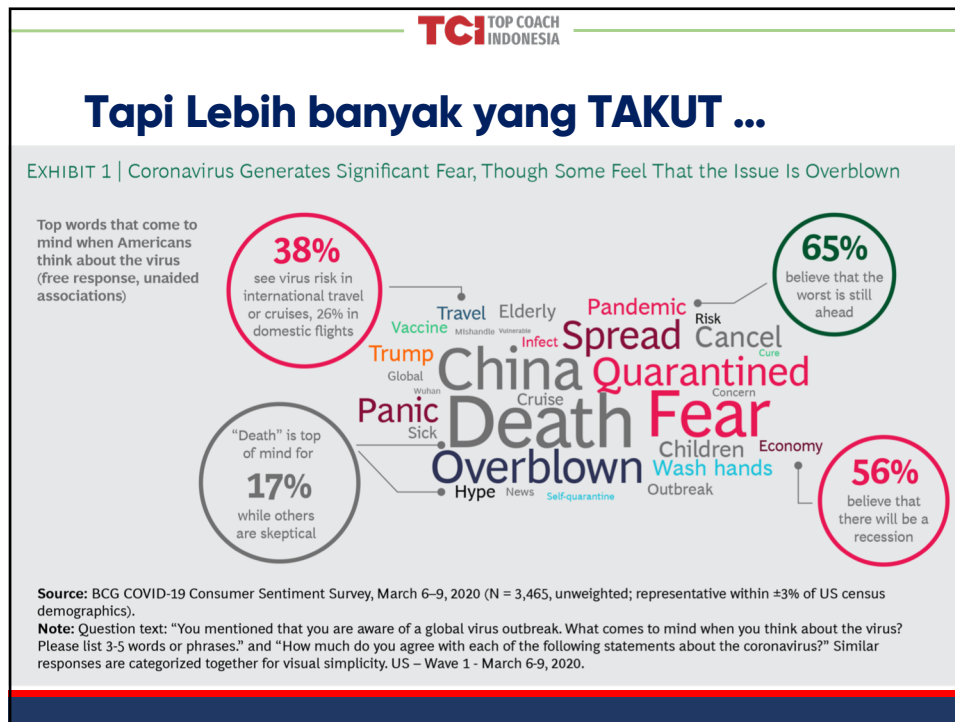
FEAR OF THE VIRUS	MACRO FEARS	“BUSINESS AS USUAL”	
 <p>~50% believe that the world is in “serious danger”</p> <p>~35% were concerned about international travel due to the virus even before bans on such travel were announced</p>	 <p>50%+ believe that a recession will be triggered</p> <p>~15% are already reducing daily spending to save</p> <p>25%+ plan to spend less on luxury/fashion in the next six months</p>	 <p>Aspirational trends continue: ~25% plan to increase fresh and/or organic food spending; ~30%+ plan to lower tobacco spending</p> <p>80%+ have not yet changed plans for day-to-day in-store shopping</p>	<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">WINNERS</div> <div style="flex-grow: 1;"> <p>↑ Savings (29%)</p> <p>Fresh and organic foods (24%)</p> <p>Preventive health care (23%)</p> <p>Education (20%)</p> <p>Cars/automobiles (20%)</p> </div> </div> <div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">LOSERS</div> <div style="flex-grow: 1;"> <p>↓ Leisure travel (26%, 22%<sup>1</sup>)</p> <p>Tobacco products (33%)</p> <p>Outerwear (29%)</p> <p>Luxury/fashion (27%)</p> <p>Gambling (26%)</p> <p>Toys and games (25%)</p> </div> </div> <p style="font-size: small; color: gray;">(X%): ~% planning to spend more/less in next six months.</p>

Source: BCG COVID-19 Consumer Sentiment Survey, March 6–9, 2020 (N = 3,465, unweighted; representative within ±3% of US census demographics).

Note: Question text: “How do you expect your spend to change in the next 6 months across the following areas?” Excludes categories with N < 100. US – Wave 1 – March 6–9, 2020.

<sup>1</sup>Some are avoiding, while others seek deals or have yet to alter their plans.





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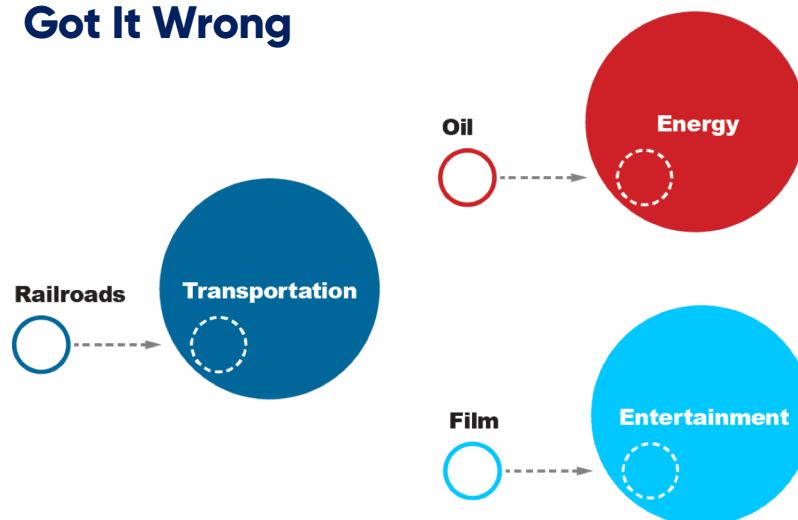
## Fatal

- 
 • Focus terlalu sempit pada selling products dan services
- 
 • Tidak melihat "big picture" keinginan customer

## Levitt Urges Companies to Consider: What Business Are You *Really* In?

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### Industries That Got It Wrong



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## Three Key Ideas

- ① •Tidak ada industry berkembang
- ② •Product bukanlah bisnis
- ③ •Focus pada customers' needs, bukan pada capabilities.

## There's No Such Thing as a Growth Industry

- “Sejarah setiap industri 'pertumbuhan' yang mati dan sekarat menunjukkan siklus ekspansi yang menipu dan meluruh yang tidak terdeteksi..”
- Theodore Levitt

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## Your Product Is Not Your Business

**Salon Railroads**



**Salon**

- Product oriented
- Focused on railroads

**Kecantikan**

- Customer oriented
- Focused on customers' needs

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## Focus on Customers' Needs, Not Your Capabilities

“Upaya pemasaran masih dipandang sebagai konsekuensi yang perlu karena ada produk — bukan sebaliknya.”

—Theodore Levitt

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# The Four Myths

# 4

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• THE FOUR MYTHS

## Myth #1

# 1

**BELIEF**  
Populasi yang terus berkembang dan lebih makmur akan menjamin pertumbuhan kami.




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## Myth #1

**BELIEF**  
Populasi yang terus berkembang dan lebih makmur akan menjamin pertumbuhan kami.

**RESULT**  
kita focus pada products, not customers' needs.



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EXAMPLE

## Semakin banyak orang semakin butuh penerangan bukan minyak tanah



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**Myth #2**

2

**BELIEF**

Tidak ada pengganti kompetitif untuk produk utama industri kami.

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**Myth #2**


2

**BELIEF**

Tidak ada pengganti kompetitif untuk produk utama industri kami.

**RESULT**

We fail to innovate.



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Oil Failed to Innovate

EXAMPLE

↓

↓

↓

×

BISNIS

DIREBUT

KOMPETITOR

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Myth #3

3

BELIEF

Kita bisa bersaing karena produk kita masal

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## 3

### Myth #3

**BELIEF**  
Kita bisa bersaing karena produk kita  
masal

**RESULT**  
Fokus jualan bukan memasarkan



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## Selling and Marketing



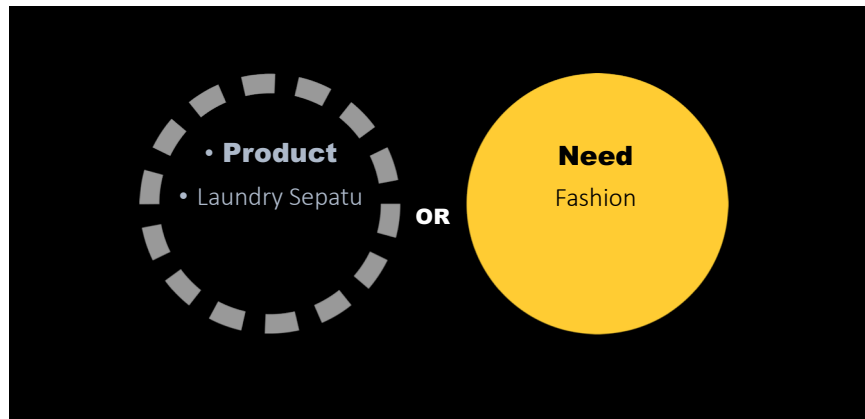
**SELLING**  
menukar uang dengan penawaran



**MARKETING**  
Memuaskan kebutuhan customer  
melalui produk dan jasa Anda

## What Business Were They *Really* In?

### EXAMPLE



## • THE FOUR MYTHS

## Myth #4

4

# BELIEF

## Riset teknis akan menjamin pertumbuhan bisnis kita

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## 4

### Myth #4

**BELIEF**  
Riset teknis akan menjamin pertumbuhan bisnis kita

**RESULT**  
Berpikir produk kita bisa laku sendiri



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### What business are You in?

Product Oriented	Broad Customer Oriented
Bisnis Salon	Beauty Care
Bimbel	Pendidikan
Distributor Genteng	Konstruksi
Genset	Energi
Healthy Product	Health & Wellness
Produksi furniture	Kenyamanan
Bengkel Motor	Transportasi
Suplier listrik	Distribusi
Jual baju	Fashion
Restoran	Kuliner

## Marketing in Crisis



Berpikir luas



Menjadi Customer Oriented Company

## CONTOH

### Starbucks

The coffee shop which now inhabits every street corner (and sometimes two on each street corner) did not always sell fresh-brewed coffee to customers. They started off in 1971 selling espresso makers and coffee beans,

## **NOKIA**

Nokia actually began as a Finnish paper mill in 1865

## **HEWLETT-PACKARD**

Hewlett-Packard has shifted focus since it launched as an engineering company in 1947. 1968 introduced the first large-scale personal computer



## **BRAND NEW WORLD**

Krisis adalah kesempatan  
Marketer melakukan  
terobosan

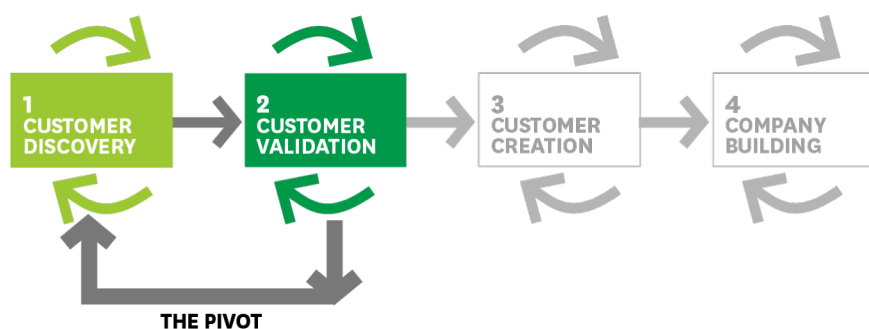
## **Good thing about crisis**

1. Harga bahan baku akan semakin murah
2. Karyawan bagus menganggur
3. Cari karyawan mudah
4. Marketing tidak ada saingan
5. Banyak perusahaan pangkas biaya
6. Kompetitor tiarap
7. Bisnis akan bangkit kembali

## SPEED MARKETING

adalah acara yang menantang kreativitas,  
kecerdikan, dan kemampuan memutar otak  
Anda dalam tim

### • Finding the Right Model



## **Tugas Anda**

- Memilih visi baru bisnis Anda ...
- Apakah Anda akan tetap focus pada produk atau memperluas disesuaikan dengan kebutuhan customer
- Menemukan kecocokan Anda dengan pasar yang Ada ...