

## Business Resilience Amidst the Covid-19 Pandemic

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**ABSTRACT.** *The Covid-19 pandemic has an impact on various sectors of life, not only the health sector, the economic and business sectors are also experiencing a serious impact. At this time, many business actors experience various problems such as declining sales, lack of capital, hampered sales distribution and difficulties in raw materials. Therefore, a resilience is needed in order to continue to run in the midst of this difficult situation. The object of this research is UD. salacca. This research method is using a qualitative approach and then analyzed using SWOT analysis. The results of this study indicate that the results obtained from the SWOT matrix table, there are several alternative strategies for UD. Salacca to survive in the midst of the Covid-19 pandemic: (a) Alternative strategies for SO to maximize the use of digital technology to market processed salak products more widely which have guaranteed halalness, maintain cooperative relationships with distributors so that they have the opportunity to expand distribution networks outside the city and abroad, utilize social media to promote the location of business locations to attract customers and utilize digital technology to improve HR skills for the better. (b) Alternative ST strategy to reduce the number of employees so that UD. Salacca was able to survive because of the social distancing policy in the midst of the Covid-19 pandemic, declining market demand, so it had to reduce the amount of production and increase cooperation with suppliers of raw materials in order to increase the amount of production. (c) Alternative WO strategies utilize technological developments to make bookkeeping using a computer system and increase the use of technology and information to expand market share. (d) The alternative WT strategy is to utilize digital technology to increase sales turnover and utilize technology and information to establish communication with salak suppliers from various regions in order to continue to produce salak processed products.*

**Keywords:** Business Actor; Covid-19; Resilience; Salak

## INTRODUCTION

At the beginning of March 2020, Indonesia began to be hit by the Covid-19 pandemic. The Corona Virus Disease 2019 (COVID-19) outbreak was first detected in Wuhan City, Hubei Province, China on December 1 2019 and was declared a pandemic by the World Health Organization (WHO) on March 11 2020. (Ayu & Lahmi, 2020). Based on World meters data, Covid-19 cases in the world as of July 18 2021 had seen 190,753,473 people who were positive, 4,098,667 people who had died and 173,852,764 people who had recovered. Indonesia is still in the top five countries with the highest daily cases in the world. According to World meters data as of 18 July 2021 in Indonesia there were an additional 51,952 positive cases (www.kompas.com, July 2021).

The Covid-19 pandemic has affected various areas of life, not only the health sector, but also the economic and business sectors have also experienced serious impacts. In an effort to suppress the spread of this virus, the government has implemented various efforts, such as limiting community activities. The restrictions imposed have had a significant impact on business activities and thus have an impact on the Indonesian economy. Covid-19 has caused an economic shock that has an impact on the economy of individuals, households, micro, small, medium and large businesses, even local, national and even global economies (Taufik & Ayuningtyas, 2020).

In Indonesia, almost all sectors have been affected by the Covid-19 pandemic, especially the economic sector which has been the focus of society. The Covid-19 pandemic has slowed down the economic sector in Indonesia. The micro, small and medium enterprise (MSME) sector is the driving force of the Indonesian economy which is currently being hit hard by this pandemic. Because MSMEs play a very important role in the economic progress of a country. Currently, many business actors are experiencing various problems, such as decreased sales, lack of capital, hampered sales distribution and difficulties with raw materials.

The Covid-19 pandemic phenomenon has indirectly brought about changes in society and also the business world. It must be admitted, the Covid-19 pandemic has reduced people's purchasing power. Since the government made a policy to stay at home, avoid crowds and maintain distance (social distancing) as well as the implementation of the PSBB which came into effect on April 10 2020 in various regions (www.cnnindonesia.com, October 2021). Large-scale social restrictions are a policy that limits community activities to prevent the spread of disease in an area. This policy means that all human activities are limited, starting with offices and schools being temporarily closed until conditions in the area really improve. So that business actors must immediately make changes to be able to maintain their business amidst this difficult situation.

One of the business actors currently feeling the impact of the Covid-19 pandemic is UD. Salacca. UD. Salacca is a company in the salak processing industry which has been operating since 2014 on Jl. Sibolga KM. 11 Aek Nabara Village, Parsalakan, West Angkola District, South Tapanuli Regency. This business was founded using the business owner's own capital, namely Mrs. Sry Lestari Mendrofa. The location of this business is very strategic because it is in the center of the souvenir sales area which is a crossroad that is often used by people who want to go to work, go on holiday or who are just passing through the

Parsalakan Village area.

This snake fruit processing industry was founded on the initiative of farmers and saw that the shelf life of snake fruit is only around one week, so that if it is taken out of town for more than a week, the fruit will rot and only half will be in good condition. And the idea arose to produce food and drinks made from snake fruit raw materials, so that they would last longer to be used as regional souvenirs. Before the Covid-19 pandemic emerged, this business had 15 employees, each employee had duties and responsibilities in each field determined according to their expertise. However, in 2020, many employees were laid off by their business owners because the pandemic had started to enter Indonesia. So the number of employees working in 2021 will only remain 5 employees. This previous business had several divisions including the chips/coffee/soy sauce division, dates/sweets division, dodol division, jelly division, drinks division, Nagogo division and employee coordinator section. Currently, it is only divided into 2 divisions, namely the food and beverage division because the production currently being carried out is in accordance with distributors' requests.

Products produced by UD. Salacca is a product that carries regional characteristics, especially Padangsidempuan and South Tapanuli. UD. Salacca produces processed salak in the form of healthy and nutritious food and drinks. This business has produced a lot of processed snake fruit which can produce various kinds of innovative processed products made from snake fruit raw materials.

Usually the results of this processed salak fruit production are used as souvenirs for people who come to visit Padangsidempuan City. However, since the government officially banned people from returning to their hometowns to break the chain of spread of the corona virus, many business sectors have experienced a decline in sales turnover, one of which was experienced by UD. Salacca. "This salak processing business usually experiences an increase in sales when Eid arrives and during long holidays, because at that time many people will return to their hometowns and make the unique characteristics of Padangsidempuan City as souvenirs".

Table 1. UD Sales Data. Salacca Year 2019-2023

Year	Sale (Rp)
2019	720.000.000
2020	780.000.000
2021	600.000.000
2022	240.000.000
2023	360.000.000

Source: UD. Salacca

From table 1 above it can be seen that sales of UD. Salacca experienced fluctuations from 2021 to 2023. In 2019 to 2020 there was an increase in sales of Rp. 60,000,000. In 2018 to 2019, sales decreased by Rp. 180,000,000 sales this year decreased due to difficult availability of raw materials caused by natural

factors, which should have been in the salak season for 8 months a year, now only 4 months a year. In 2022 to 2021 there was a decline in sales due to the Covid-19 pandemic amounting to Rp. 360,000,000. From 2022 to 2023, sales have started to increase again by IDR. 120,000,000, this can happen because people are starting to no longer care about the Covid-19 pandemic and in the last 2 months sales have started to stabilize, namely in October and November 2021.

Based on a survey conducted by researchers, UD. Salacca currently uses offline and online sales media. UD. Salacca uses online sales media through the market place in the form of the Shopee application with the shop name "Ud. Salacca" online sales still exist today and have been going on for 1 year, however this online sale does not get orders every day because this business is a type of regional food which only at certain times people want to buy. Offline sales also continue to be carried out through distributors who make requests to UD. Salacca, this business has had 4 permanent distributors from when it was first established until now. UD. Salacca also received coaching assistance from the government, namely in the form of coaching on how to do business online. UD. Salacca is also often taken by the government to exhibitions and festivals outside cities such as Yogyakarta and Batam. This is one of the opportunities that UD has. Salacca receives assistance from the government in the form of coaching and helping to market its products outside the city.

From the description above, the author is interested in studying further about how business actors maintain their business in the midst of this pandemic with the title; "Resilience of Business Actors in the Midst of the Covid-19 Pandemic (Case Study at UD. Salacca, Parsalakan Village, West Angkola District, South Tapanuli Regency)".

## **LITERATURE REVIEW**

### **MSME resilience**

Resilience can be defined in many ways, but basically it is the ability of a system to withstand disturbances. Society has the ability to anticipate risks, limit impacts, and be able to bounce back quickly in the face of change through various means so that it can survive, have the ability to adapt, evolve, and experience growth. Thus, resilience includes the ability to handle external factors and reduce vulnerability, and primarily to minimize losses and be able to immediately restore the economic, social and political conditions of society.

Example: Service quality can be said as an expected advantage and control over the level of excellence to fulfill customer desires (Wira, 2018).

Based on research conducted by Suwanto, there are several indicators that influence resilience in facing various obstacles and difficulties faced. The resilience indicators are as follows (Suwanto, 2017):1) Resilience at work (perseverance), 2) Resilience in facing competitors (competitiveness), 3) Resilience in facing competition (challenges), 4) Resilience in the future (change), The factors that influence the resilience of business actors are as follows (Tjiptono et al., 2011).

## **RESEARCH METHOD**

This research uses qualitative research. The location of this research was

carried out at the snake fruit processing place, namely at UD. Salacca is located in Aek Nabara Parsalakan Village, West Angkola District, South Tapanuli Regency. (Siregar et al., 2021). The research subjects in this study were three people, namely the company owner, company advisors and employees. The type of data in this research consists of primary data and secondary data. Primary data is data obtained directly from research subjects or original data obtained by researchers originating from research objects. Meanwhile, secondary data is data that is not obtained directly or researchers obtain the data through other sources or parties such as books, scientific journals and related official institutions (Suqiyono, 2017).

Data collection techniques in this research are observation, interviews and documentation. The stages of data analysis in this research use stages of data reduction, data presentation and conclusions or verification.

The tool used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly illustrate how the external opportunities and threats faced by the company can be adapted using its strengths and weaknesses. This matrix can produce four sets of possible strategic alternatives: 1) SO Strategy This strategy is made based on the company's way of thinking, namely by using all strengths to seize and use the maximum opportunities, 2) ST Strategy This is a strategy for using the strengths you have company to overcome threats, 3) WO Strategy This strategy is based on exploiting existing opportunities by minimizing existing weaknesses, 4) WT Strategy This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats.

## RESULTS AND DISCUSSION

Based on the research results, it can be concluded that the strengths, weaknesses, opportunities and threats at UD. Salacca is as follows:

### a. Internal Factor Analysis

#### 1) Strength

- a) Has various processed salak products
- b) Strategic business location
- c) Received an award as a halal product Award
- d) Has a wide market share
- e) Have a permanent distributor
- f) Having reliable, honest and professional human resources

#### 2) Weakness

- a) Not optimizing technological developments
- b) Still using manual bookkeeping

### b. External Factor Analysis

#### 1) Opportunity

- a) There is support and assistance from the government
- b) Utilization of technology and information to market products more quickly
- c) Market demand continues to exist amidst the Covid-19 pandemic

#### 2) Threats

- a) Raw materials are starting to become difficult to obtain
- b) People's purchasing power is decreasing
- c) The existence of government policies such as social distancing and PSBB

**c. IFAS Matrix (Internal Strategic Factor Analysis Summary)**

After a company's internal strategic factors have been identified, an IFAS (Internal Factor Analysis Summary) table is prepared to formulate it these internal strategic factors are within the company's Strength and Weakness framework. (Rangkuti, 2019).

**Table 2. Internal Factor Matrix**

No	Internal factors	Weight	Ratings	Score
<b>Strength</b>				
1.	Has various processed salak products	0,13	3	0,39
2.	Strategic business location	0,12	3	0,33
3.	Received an award as a halal product Award	0,16	4	0,64
4.	Has a wide market share	0,12	3	0,33
5.	Have a permanent distributor	0,14	3	0,42
6.	Have reliable, honest and professional human resources	0,14	3	0,42
<b>Subtotal</b>		<b>0,81</b>		<b>2,53</b>
<b>Weaknesses</b>				
1.	Not optimizing technological developments	0,12	3	0,33
2.	Still using manual bookkeeping	0,07	2	0,14
<b>Subtotal</b>		<b>0,19</b>		<b>0,47</b>
<b>Total</b>		<b>1,00</b>		<b>3,00</b>

Based on table 2 on the internal factors owned by UD. Salacca, seen from its strength factor, has the highest score and was awarded the halal product award with a score of 0.64. Then the next strength factor with a score of 0.42 is owned by 2 factors, namely having a permanent distributor and having reliable, honest and professional human resources. These three factors have weight values of 0.16 and 0.14 with rating values of 4 and 3, which means the three factors are strong. Receiving a halal product award is one of the strengths that causes UD. Salacca can survive until now.

This factor is one that makes consumers confident and confident in consuming this product because it has a halal label which is certainly safe for consumption by everyone so there is no hesitation in buying processed salak products. Another strength factor, which causes UD. Salacca's only way to survive is to have a permanent distributor.

From its inception until now UD. Salacca has 4 permanent distributors, with requests from distributors, this business can continue to run amidst this difficult situation, so this is one of the strengths that UD has. Salacca to stay afloat amidst the Covid-19 pandemic. Having reliable, honest and professional human resources is one of the important things for a business so that it can continue to produce goods so that the business can continue to run smoothly.

The main weakness factor in UD's survival. Salacca in the midst of the

Covid-19 pandemic is the lack of optimizing technological developments which obtained a score of 0.42 and a weight value of 0.14 and another weakness factor is still using manual bookkeeping with a score value of 0.16 and a weight value of 0.08. The lack of optimization of technological developments means that the production location and marketing process of processed salak products is not widely known by many people. If technology is not used optimally then only the people around the business will know the production location of processed salak. Still using manual bookkeeping which makes business financial processing less than optimal.

In the table above it can be seen that the analysis results for the IFAS factors consisting of strengths and weaknesses have a total score of 3.00. Because the total score is above 2.5, it can be concluded that this indicates UD. Salacca has a strong internal position.

**d. EFAS Matrix (External Factor Analysis Summary)**

Before forming an external strategic factor matrix, we need to first know the external strategic factors (EFAS) which are as follows.

**Table 3. External Factor Matrix**

No	External Factors	Weight	Ratings	Score
<b>Opportunity</b>				
1.	There is support and assistance from the government	<b>0,21</b>	3	<b>0,63</b>
2.	Utilization of technology and information to market products more quickly	<b>0,21</b>	3	<b>0,63</b>
3.	Market demand continues to exist amidst the Covid-19 pandemic	0,14	2	0,28
<b>Subtotal</b>		0,56		1,54
<b>Threats</b>				
1.	Raw materials are starting to become difficult to obtain	<b>0,19</b>	3	<b>0,57</b>
2.	People's purchasing power is decreasing	0,09	1	0,09
3.	There are government policies such as social distancing and PSBB	<b>0,16</b>	2	<b>0,32</b>
<b>Subtotal</b>		0,44		0,98
<b>Total</b>		1,00		2,52

Based on table 3 external factors, the most important opportunity is support and assistance from the government and the second opportunity is the use of technology and information to market products more quickly with each factor getting a score of 0.63 with a weight value of 0 for each. 21 and the rating for

each factor is 3, which means strong. The existence of support and assistance from the government is a form of government participation in supporting UD. Salacca is the best salak processing industry and helps in marketing its products by participating in festivals or exhibitions outside the city so that it can market UD products.

Salacca is getting wider. Apart from that, the use of technology and information to market UD products. Salacca is one of the opportunities exploited by UD. Salacca is by using online marketing so that marketing becomes faster and more practical so it is hoped that the use of online marketing can be maximized so that it makes things easier for consumers.

The threat factor with the highest threat is raw materials which are starting to become difficult to obtain a score of 0.57 and a weight value of 0.19. Raw materials, which are starting to become difficult to obtain, are one of the most threatening obstacles to UD's development. Salacca. Salak fruit is one of the main raw materials needed to produce various kinds of processed snake fruit so this obstacle must be overcome so that UD. Salacca can still survive. The next threat is the existence of government policies such as social distancing and PSBB which received a score of 0.32 with a weight value of 0.16. This threat is one of the causes of UD's business.

Salacca experienced a decline in sales turnover due to restrictions on community activities which meant that people were not allowed to travel and had to stay at home so this was a threat to UD. Salacca is a regional specialty food business from Padangsidempuan and South Tapanuli and the expected consumers are people coming in and out or immigrants.

#### **e. SWOT Matrix**

The strategies that can be implemented are as follows:

##### **1) Alternative SO Strategy (Strength – Opportunity)**

This strategy is a combination of strength factors and opportunity factors owned by UD. Salacca. This strategy is carried out by utilizing all the strengths you have to make the most of opportunities. There are alternative strategies that can be used by UD. Salacca is as follows:

- a) Maximizing the use of digital technology to market processed salak products more widely whose halal quality is guaranteed. According to author UD. Salacca has a great opportunity to market various types of products online, especially since all its products are guaranteed to be halal and have received awards as halal product awards so that consumers do not hesitate to buy them.
- b) Maintain cooperative relationships with distributors so that you can have the opportunity to expand your distribution network outside the city and abroad.
- c) Utilize social media to promote business locations to attract customer interest.
- d) Utilizing digital technology to improve HR skills to be even better.

##### **2) Alternative ST Strategy (Strength – Threats)**

This strategy is a combination of strength factors and threat factors possessed by UD. Salacca. This strategy is carried out by using the strengths possessed by UD. Alacca to overcome all threats that come. There are alternative ST strategies



that can be used by UD. Salacca is as follows:

- a) Reducing the number of employees so that UD. Salacca can still survive because of the social distancing policy in the midst of the Covid-19 pandemic. This is one of the strategies used by UD. Salacca so that it can survive amidst the Covid-19 pandemic and can still produce processed salak.
- b) Market demand is decreasing so production must be reduced. Seeing the current situation, people have to stay at home and many people are experiencing economic problems due to the Covid-19 pandemic, so UD. Salacca uses a strategy to reduce production numbers.
- c) Increase cooperation with raw material suppliers in order to increase production quantities. By increasing cooperation between raw material suppliers, it will be easier to obtain raw materials so that we can increase the amount of processed salak production.

3) Alternative WO Strategy (Weaknesses – Opportunity)

This strategy is a combination of weakness factors and opportunity factors. This strategy is carried out by taking advantage of opportunities that come from outside the company to minimize UD's weaknesses. Salacca. There are alternative WO strategies that can be used by UD. Salacca is as follows:

- a) Utilizing technological developments to create bookkeeping using a computer system. This strategy can help UD. Salacca to have clear bookkeeping management so that it can have the opportunity to open branches in other areas.
- b) Increase the use of technology and information to expand market share.

4) Alternative WT Strategy (Weaknesses – Threats)

This strategy is a combination of weakness factors and threat factors. This strategy is carried out by avoiding threats coming from outside to minimize UD's weaknesses. Salacca. There are alternative strategies that can be used by UD. Salacca is as follows:

- a) Utilizing digital technology to increase sales turnover. By utilizing existing digital technology, for example by using market places and social media such as Shopee, Instagram and Facebook, it can help UD. Salacca to increase its sales turnover again so that it can survive in the midst of this pandemic.
- b) Utilize technology and information to establish communication with salak suppliers from various regions so that they can continue to produce processed salak products.

## CONCLUSION

From the research results discussed in the previous chapter, it can be concluded that based on the results obtained from the SWOT matrix table, there are several alternative UD strategies. Salacca to survive in the midst of the Covid-19 pandemic: (a) SO's alternative strategy is to maximize the use of digital technology to market processed salacca products more widely which are guaranteed to be halal, maintain cooperative relationships with distributors so that they can have the opportunity to expand the distribution network outside the city and abroad, utilizing social media to promote business locations to attract

customer interest and utilizing digital technology to improve HR skills even better. (b) Alternative strategy for ST to reduce the number of employees so that UD. Salacca can still survive because of the social distancing policy in the midst of the Covid-19 pandemic, decreasing market demand, so it has to reduce production quantities and increase cooperation with raw material suppliers in order to increase production quantities. (c) Alternative WO strategies utilize technological developments to create bookkeeping using computer systems and increase the use of technology and information to expand market share. (d) WT's alternative strategy is to utilize digital technology to increase sales turnover and utilize technology and information to establish communication with salak suppliers from various regions so that they can continue to produce processed salak products.

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