

Strategy Analysis of the Marketing Mix in the New Normal Era on Orange Picking Tourism in Mojokerto

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Abstract

This study aimed to describe the marketing mix strategy in the new normal era on orange picking tourism in Mojokerto. This research was conducted at the orange picking tourist attraction in Klegen Hamlet, Talok Village, Dlanggu District, Mojokerto Regency, East Java Province. This study uses a qualitative approach. Data collection techniques used are interviews, observation, and documentation. The informants of this research are the owners and employees of the orange picking tour in Mojokerto. The study results concluded that there are several marketing strategies in the new normal era applied by the orange picking tourist attraction, namely attracting tourist visitors by free admission for tourists and packing a tour entitled Immunity Tourism.

Keywords

marketing strategy;
orange picking tourism;
new normal era



I. Introduction

The outbreak of the Corona Disease Virus or Covid-19 pandemic in Indonesia began on March 2, 2020 when two Depok residents tested positive for the virus and President Joko Widodo officially announced it at the State Palace in Jakarta. For this reason, the community must begin to adapt to new living habits or what is known as a new normal life, as said by the Head of the Expert Team for the Acceleration of Handling Covid-19, Mr. Wiku Adisasmito. Marketing strategies in the New Normal Era have fundamental differences with marketing strategies before the COVID-19 Era..

The marketing mix is a group of marketing tools that a company continuously uses to achieve supplier goals. According to (Susan, 2019) Tourism has the basic nature of intangible, heterogeneity, perishability, and inseparability, so it is included in the scope of the service marketing mix which includes product, price, promotion, place, physical evidence, process, and people. Both natural and artificial tourism are provided, for that it opens opportunities for those who provide tourism services to open up job opportunities for residents around tourism and interact with the community.

Tourism Attraction according to Law No. 10 of 2009 is everything that has uniqueness, beauty, and value in the form of a diversity of natural, cultural and man-made wealth that is the target or purpose of tourist visits. At this time the consumption pattern of tourists is starting to shift towards being aware of the environment, the desire of tourists to travel but still maintain nature is a trigger for the emergence of new tourism, one of which is agriculture-based tourism called agrotourism or agrotourism. According to Suprianto (2018), agro-tourism is a translation of agro means agriculture and tourism means tourism. Activities that can be carried out in agro-tourism include seeding, planting, care, harvesting, etc.

Mojokerto City is one of the regencies in East Java which has a heritage site from the Majapahit Kingdom, the district has tourism destinations such as Nature Tourism, Special Interests, Religion, Culture and Conventional. The surrounding community is very

enthusiastic about the emergence of this tour because it is a new phenomenon for the people of Mojokerto even though the Klegen Orange Picking Tour has not been optimal in its management. Orange Picking Tourism Object is an individual business engaged in the field of tourism objects. The owner of Orange Picking Tourism Object realizes that marketing communication is a key element of success, this happens because with good marketing it will know whether the products offered are of interest to the public or not.

Furthermore, orange Picking Tourism realizes that more and more competitors are engaged in the same field, more and more popping up. Therefore the Orange Picking Tourism object feels they have to develop the right marketing strategy to compete with other competitors. The following is visitor data for the last 4 years of Orange Picking Tour in Mojokerto Regency.

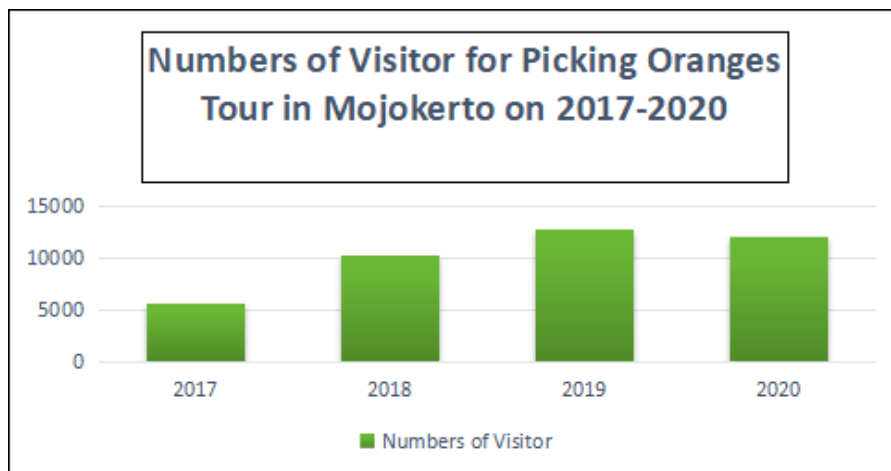


Figure 1. Visitor Data for Orange Picking Tourism in Mojokerto

Based on what has been described previously, researchers are interested in researching marketing mix strategies in the new normal era on orange picking tourism in Mojokerto, considering that the economy is currently challenging due to the impact of Covid-19. The challenge of this tour is how to market its tourism products to attract people's interest during the new normal. From the explanation of this background, the researcher is interested in conducting a study with the title "Strategy Analysis of the Marketing Mix in the New Normal Era on Orange Picking Tourism in Mojokerto"

II. Review of Literature

2.1 Definition of Management

Management comes from English management with the verb to manage, generally defined as to take care of. Furthermore, the definition of management developed more fully. Lauren A. Aply as quoted by (Susan, 2019) translates management as "The art of getting done through people" or the art of getting work done through other people. Management is a unit in an organization that is used to achieve goals. Effective and efficient management arrangements make an organization achieve its goals easily. Management has the functions of planning, organizing, implementing and monitoring.

According to George R. Terry (Nafiudin, 2019) Management is defined as a typical process consisting of planning, organizing, moving, and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other resources. While according to (Hasibuan, 2018) Management as the science and art of

managing the process of utilizing other resources efficiently, effectively, and productively is the most important thing to achieve a goal. Likewise, Irham Fahmi (2015: 2) defines management as a science that studies comprehensively how to direct and manage people with various backgrounds to achieve the desired goals.

2.2 Understanding of Marketing Management

According to Kotler and Armstrong, "Marketing is the analysis, planning, implementation and control of programs designed to create, build, and maintain profitable exchanges with target buyers to achieve company goals. While management is the process of planning, organizing, managing (Actuating), and supervising (Controlling)".

2.3 Definition of Marketing

Marketing is one of the main activities that need to be carried out by companies, whether goods or services companies in an effort to maintain the viability of their business. (Syria, 2017) put forward the definition of marketing means working with target markets to realize potential exchanges with the aim of satisfying human needs and wants. So it can be said that the success of marketing is the key to a company's success. According to (Fitriah, 2018) The definition of marketing is an overall system of business activities aimed at planning, pricing, promoting and distributing goods or services that satisfy the needs of both existing and potential buyers.

Korten in Salawati (2020) said that "Development which is oriented to human development, in its implementation requires a direct involvement in the community receiving the development program, because only with the participation of the community receiving the program, the results of this development will be in accordance with the aspirations and needs of the community itself".

2.4 Marketing Concept

Marketing is an important factor to achieve success for companies will know there are ways and philosophies involved in it. This new way and philosophy is called the marketing concept. (Firmansyah, 2020) The marketing concept is created using three basic factors, namely:

- 1) The company's planning channels and activities should be consumer/market oriented.
- 2) Profitable sales volume should be the company's goal, and not volume for the sake of volume itself.
- 3) All marketing activities within the company must be coordinated and integrated organizationally.

2.5 Strategy Definition

The word strategy comes from the Greek word Strategos which is a combination of Stratos or soldiers and ego or leader. A strategy has a basis or scheme to achieve the intended target. So basically strategy is a tool to achieve goals. Strategy is a fundamental tool designed to reach a company by developing a sustainable competitive advantage through the markets it enters and the marketing programs used to serve those target markets (Umma, 2019).

2.6 Definition of Marketing Strategy

Kotler and Keller (2013) define marketing strategy as a mindset that will be used to achieve marketing goals in a company, it can be about specific strategies for the target market, positioning, marketing mix, and the amount of marketing expenditure. Meanwhile,

according to McCharty and Perreault (2012) marketing strategy is the big picture that shows the things the company will do in a particular market. There are two parts required:

- The target market, which is a homogeneous (similar) group of consumers that the company will appeal to
- The marketing mix, which is some controllable variables that the company combines to meet the needs of the target group.

2.7 STP Marketing Strategy (Segmenting, Targeting, and Positioning)

According to Kotler (2012: 292) there are three elements in a marketing strategy, namely segmenting, targeting, and positioning.

1. Segmenting is the process of grouping a whole heterogeneous market into groups or segments that have similarities in terms of needs, wants, behaviors, and responses to specific marketing programs.
2. Targeting is defined as the activity of determining the target market, namely the act of choosing one or more segments to serve.
3. Positioning, namely how the company explains the position of the product to consumers. What is the difference between the company's products and competitors and what are the advantages. Steps in the marketing strategy must pay attention to the relationship between Segmenting, Targeting, and Positioning.

2.8 Marketing Mix

According to (Setiadi & SE, 2015), the marketing mix for services consists of 7P: product, price, place, promotion, people, physical evidence, and process. According to (Armstrong, Adam, Denize, & Kotler, 2014) states that marketing is a set of marketing tools that the company uses to continuously achieve its marketing objectives in the target market. While according to (Sumarwan & Tjiptonon, 2019) defines the marketing mix as follows: "The marketing mix is a combination of four variables or activities that are the core of the company's marketing system, namely products, price structures, promotional activities, and distribution systems."

III. Research Methods

This research is classified into the type of case study research. Technically a case study is a research that intensively studies about the background of the current situation, and the environmental interactions of a social unit, individual, group, institution, or community (Mulyana 2011). In general, case studies provide broad access or opportunities for researchers to examine in depth, detail, intensively, and thoroughly the social unit under study. As for the case study in this research is "Analysis of Marketing Mix Strategy in the New Normal Era on Orange Picking Tourism in Mojokerto".

The approach used in this study was a qualitative approach. Data collection techniques are carried out by observation, interviews, or document review. The data used comes from primary data and secondary data. Then the data is analyzed by performing data reduction, followed by data presentation and then conclusions or verification, namely the researcher makes conclusions based on the data that has been processed through data reduction and display. In this study, the researcher presented the results of research in a descriptive qualitative manner, namely the data collected in the form of words, pictures, not numbers. The research object is the analysis of the marketing mix strategy in the new normal era at Orange Picking Tourism located in Dsn. Klegen rt/rw 002/007 ds.Talok Kec.Dlanggu Kab.Mojokerto.

IV. Results and Discussion

4.1 Marketing Mix Strategy in the New Normal Era at Orange Picking Tourism in Mojokerto

In the elaboration of the Marketing Mix strategy in the New Normal Era, researchers will use the concept in Setiadi's book (2015), namely the 7P concept. The concept consists of:

a. Product

The product sold by Orange Picking Tourism is the experience of picking oranges directly from the tree. The oranges picked by the tourists can also be taken home. Some of the breakthroughs made by the Orange Picking Tourism Manager are offering products made from processed oranges such as orange juice or dried lemon. In addition, Orange Picking Tourism also sells orange products with four variants, namely Siamese Oranges, Tangerines, Lemons, and Lime. There are also extract lemon juice and, dried lemons. In the New Normal Era, Orange Picking Tourism offers tourism products titled "Immunity Tourism".

b. Price

Before the COVID 19 outbreak at Orange Picking Tourism, the price for the entrance ticket costs IDR 10,000 to enter the plantation. Other orange plantations in the area have agreed upon the price. Entrance tickets for all orange plantations in Dlanggu District are all the same. After the circular and news that the tourist attraction has also entered the new normal era, Mr. Sumartono also has a new breakthrough to attract tourists to choose and visit his orange picking tourist attraction. Mr. Sumartono changed the ticket price for the orange picking tour, which was originally IDR. 10,000 become a free ticket, where you can enjoy as many oranges as you can on the spot, and only pay for the oranges to take home. For the price of new products from orange picking tour for 500 ml extra lemon juice is IDR 35,000. Dried Lemon Slice 50 gram packaging IDR 15,000. Furthermore there are several aspects that are considered by tourist attractions owners. One of them is the capacity of visitors and also several facilities and infrastructure that must be equipped to deal with tourism after the COVID-19 pandemic in the new normal era.

c. Place

Orange Picking Tourism is located in a strategic area so that it is easily accessible by tourists. Access to Klegen Hamlet which is the location of the Orange Picking Tourism is not too difficult. The distance is only about seven minutes from the Talok Village Office. The road to get to Klegen Hamlet is also a road with terrain that is not too difficult for cars to pass. Even though the condition is half asphalt, a car with the size of a mini bus can still cross the road to Petik Jeruk Klegen Tourism (Klegen Orange Picking Tourism)

d. Promotion

Orange Picking Tour uses several promotional channels to promote its tourism objects. These promotional strategies include:

1. Public Relations by collaborating with third parties to share messages related to orange picking tourism.
2. Advertising on social media, mass media, and trying to penetrate the internet world by developing an official website even though it is still in the early stages.

3. Words of Mouth by giving a comfortable and satisfying impression to visitors so they want to share their experiences with other parties.

e. People

The aspects of the people at Orange Picking Tourism, including:

1. Individuals who involved in the service process in the new normal era have implemented strict health protocols.
2. The visitors have also been asked to comply with the Health protocols as stated by the government.

f. Physical Evidence

The Orange Picking Tourism Manager prepares the facilities and infrastructure used to prepare for the opening of tourism in the new normal era. Some of the health protocol equipment prepared by the manager to implement health protocols in the new normal era, the manager of Orange Picking Tourism has added and revitalized existing physical facilities. The added physical facilities are:

1. Portable sink.
2. Thermogun.
3. Hand sanitizer.
4. Masks and gloves for employees.

g. Process

All service processes are carried out in accordance with the health protocol that the government has prepared. The implementation of services is the same as usual, only the addition of a stricter health protocol is a differentiator. Before entering the tourist attraction, visitors must be tested for temperature and are required to wear a mask that the tour manager has given. The tour guides also keep their distance from the tourists. They also wear PPE to prevent droplet interactions with tourists.

The number of operational employees is limited. For example, if there are usually 8 people in the garden, only about four people are ready during this new normal era. Two tour guides and also two plantation officers. This is done to limit the entry of workers to avoid the crowds.

3.2 The Obstacles of the Implementation of Marketing Mix Strategy in the New Normal Era at Orange Picking Tourism in Mojokerto

In carrying out the planned strategy, the Orange picking tour manager encountered several problems. The problems faced include:

1. There are still many tourists who have not implemented health protocols.
2. Lack of support from third parties (government, media).
3. There is a decrease in turnover that can be obtained even though a tourist attraction has opened in the new normal era.

The government is also expected to pay more attention to the tourism sector which really died when the COVID-19 pandemic struck. Moreover, tourism is one of the largest sources of Regional Original Income (PAD), so it is natural for tourism entrepreneurs to demand government participation in the growth of the tourism sector in the new normal era.

3.3 Efforts Made by Orange Picking Tourism in Mojokerto in Running its Marketing Mix Strategy in the New Normal Era

The effort made by Orange Picking Tourism in Mojokerto in Running its Marketing Mix Strategy in the New Normal Era such as:

1. Preparation of funds to support the implementation of health protocols.

The manager of the Orange picking tour is facing financial difficulties. This is because there is no income when the tourist attraction is completely closed during the COVID-19 pandemic, it still cannot be controlled. From the description of these needs, the owner of Orange Picking Tour must inject more capital to meet the needs of the protocol prepared by the government

2. Internal consolidation.

Internal consolidation of all parties who will then participate in reopening the orange picking tourist attraction. Although all the managers of these attractions live in adjacent areas and often stay in touch, the owners feel the need to hold a special forum to implement the health protocols distributed by the government.

3. Communication with external parties related to cooperation for promotion.

Putri as marketing PJ then contacted several tour and travel agencies partners of the Orange Picking Tourism Object and are still operating. They rearrange the cooperation and the price of free tickets for visitors offered to clients. Putri then broadcast messages to contacts from tourists who had visited, including local journalists, by sending invitations to cover the implementation of health protocols in orange picking tours. Another effort made is to compile a website from the Orange Picking Tourism Object to do online marketing done by many of its partners in the tourism business world.

3.4 Discussion

a. Marketing Mix Strategy in the New Normal Era at Orange Picking Tour in Mojokerto

Kotler and Keller (2013) defines marketing strategy as a mindset that will be used to achieve marketing goals in a company, it can be about specific strategies for target markets, positioning, marketing mix, and the amount of a marketing expenditure. Meanwhile, according to McCharty and Perreanult (2012) marketing strategy is the big picture that shows the things the company will do in a particular market.

There are two important things in the preparation of a marketing strategy, namely the determination of the target market and also the marketing mix, namely a number of controllable variables that the company combines to meet the needs of the target group. In this study, researchers will focus more on the elaboration of the marketing mix expressed by Kotler (in Budiawan & Christine, 2017)

The first aspect is the product aspect. Kottler explained that the product is anything that can be offered by producers to be noticed, requested, sought, purchased, used, or consumed by the market as a fulfillment of the needs or desires of the relevant market, either in the form of goods or services. In this case, the product marketed by the manager is a tour of picking oranges themselves from the tree and consuming them directly. In addition, other products sold at Orange Picking Tour include extra lemon juice and dried lemon slices. The orange picking tour manager then packs the product entitled immunity tourism. The manager stated that they attracted tourists who wanted to take a vacation after the uncertain situation during the Pandemic with this concept.

In terms of product quality, the researchers saw that the quality of the products sold in the new normal era, namely "Immunity Tour" meets the needs of customers or tourists in the new normal era, namely a vacation program to relieve fatigue while maintaining

immunity. This is in accordance with Kotler's opinion about product quality. Kotler explained that product quality is a feature of a product or service on the ability to satisfy customers' needs (Kotler in Riyono, 2016)

In terms of product variety, Orange Picking Tour has provided a wide variety of products. This is seen from the aspect of the products offered and sold there are already diverse. Of the types of oranges that are sold, there are four variants. Then the manager also sells some processed products from oranges such as ice oranges, extra lemon juice, dried lemon slices. This is in accordance with the opinion of Mikell P. Groover(2010) which says that product variations can be interpreted as products that have different designs or types and are produced by the company. Product variety is what differentiates products between companies in the same product category. As for the appearance of the product itself. The party of Orange Picking Tourism has displayed many facilities and infrastructure that image that this tourist attraction has implemented a health protocol.

The next aspect is the Price aspect. Tjiptono (2013) explains that price is the main criterion of consumer decision making to buy an item. The manager set the entrance ticket price before the Covid-19 to enter the orange picking tour was IDR. 10,000. One of the interesting things about the price determination carried out at Orange Picking Tour is the similarity of prices between one orange picking tour and another orange picking tour. The price to enter the orange orchard at the location where the researcher conducted this research is the same as the price for the orange orchards in the vicinity. This is in accordance with Isoraite (2016) opinion, which explains that one aspect that must be considered in determining the price is the price set by competitors for similar products. In the case of the price at orange picking tourism, the manager equates the price with competitors because there is an agreement with competitors who both open orange picking businesses to make the price with the same nominal, but there are still differences in terms of facilities and infrastructure as well as physical evidence. The price at this orange picking tour has changed in the new normal era, namely free ticketing.

The next aspect in the marketing mix is place. Distribution (place), namely selecting and managing trade channels used to distribute products or services and also to serve target markets, as well as developing distribution systems for the physical delivery and commerce of products. A strategic place or location will be one of the advantages for the company because it is easily accessible by consumers.

Place can be measured by looking at several variables. Horiyati (in Budiawan & Christine, 2017) disclose indicators for assessing site selection as an appropriate distribution channel. These indicators are 1) Access, for example a road that makes it easy for consumers to reach the place, 2) Visibility, for example a location that can be seen clearly from the side of the road. 3) Parking lots, having their own parking space or space or using public parking lots. 4) Expansion, there is sufficient space for business expansion in the future, 5) Government regulations, such as business licenses. 6) Competition, namely the consideration of competitors' locations.

The six aspects from the results of research conducted by researchers did not find problems in the process carried out. The land used is quite extensive, which is 2 hectares and can be maximized for the construction of several new facilities. Then in terms of access, this is not a problem because from the observations made by researchers, access to the orange picking tourist location is not too difficult. The parking space available is also quite spacious with 15 cars and is also separated from the orange picking ride. From the aspect of competitors, there are several competitors with similar businesses around the location, namely the business of picking oranges directly from their gardens.

The next aspect is the Promotion aspect. In essence, promotion is a form of marketing communication, what is meant by marketing communication is a marketing activity that seeks to disseminate information, influence, and remind the target market of the company and its products to be willing to accept, buy, and be loyal to the products offered by the company concerned. Promotional media that can be used in this business include social media, advertising, sales promotion, publicity and public relations, and direct marketing. The determination of the promotional media to be used is based on the type and form of the product itself (Budiawan & Christine, 2017).

From the results of data collection that researchers have carried out, there are several promotional tactics used by the manager of Klengen Orange Picking Tourism in promoting the products they offer. Some of these tactics are:

1. Advertising

Jefkins explained that advertising is a form of product or service information from producers to consumers as well as the delivery of messages from sponsors through a media. (in Lukitaningsih, 2013). Basically, the purpose of advertising is to change or influence the attitudes of the audience, in this case of course the attitudes of consumers. The media used by the Orange Picking Tourism managers to convey the value of their products are advertisements in the mass media and use printed media such as brochures and stickers that are installed at several strategic points. In addition, the manager also uses banners and billboards at strategic points in Mojokerto City.

2. Public Relations

Ruslan (in Abdillah, 2017) revealed that Public Relations is a planned activity and continuous effort carried out in good faith to obtain an understanding between an organization (company) and the community. Public Relations activities in promotional activities at Orange Picking Tourism are carried out by collaborating with several other organizations such as collaborating with tour and travel parties to convey the existence of this orange picking tour to tourists who travel to Mojokerto through the agency.

From the analysis conducted by researchers, the use of public relations as a promotional tactic. This is because the role of a public relations officer in promoting is educating the public regarding the organization or product he represents. PR does not sell hard selling, but takes a humanist approach through soft selling. (Cutlip & Center, 2013).

3. Words of Mouth

Word of mouth is communication made by someone who first has personal experience about a product, service, and brand that is then informed. With dimensions of positive information, recommendations, persuasion, praise and trust. (Finanda & Wiwaha, 2017). According to Hawkins and Mothersbaugh, said that consumers learn about products through experience or observation of the use of consumer products. Word of mouth arises when consumers are satisfied with a product or are very disappointed with the products they buy (Cheung & Thadani, 2010).

In the promotion process carried out by the manager of Orange Picking Tourism, word of mouth is one of the most effective promotional tactics. Therefore, the manager of the tourist attraction encourages the tour guides as part of the manager who is closer to the tourists to provide the best service. As revealed by Cheung and Thadani, that word of mouth will be formed if customers get maximum service.

One aspect that is being tried to be carried out by the manager of the orange picking ride is promotion through online media. When face-to-face meetings which are usually a mainstay in reaching visitors cannot be carried out, one of them is to maximize the use of social media. In several previous studies, there was research

conducted by Pasaribu(2020) which explains that online media is the right medium to carry out marketing activities during a pandemic. Research conducted by Hamzah (2013) also shows that social media is one of the most effective media for promotion in the tourism sector.

The next aspect is People. According to Nirwana, people are people who have a stake in providing or showing services(2004) given to consumers during the purchase of goods. In this study, restaurant employees play an active role in providing services to consumers during purchases, the people factor plays an active role and can have a positive influence on purchasing decisions, as stated by Kotler(2013), the more positive the performance given to consumers, the better the impact. in making purchasing decisions.

The next aspect is Physical Evidence. Permana & Udang(2019) explained that supporting facilities are part of service marketing which has a fairly important role. Because the services delivered to customers often require supporting facilities in delivery. This will further strengthen the existence of these services. Because with the physical support facilities, the service will be understood by the customer. In this study, the research subject, namely the Manager of Orange Picking Tourism, has applied physical form as a means of marketing mix. The added physical equipment, such as portable sinks, thermoguns, hand sanitizers and masks are tools that portray orange picking tourism as a tourist attraction that has implemented health protocols.

The last aspect is the process. The process here is covering how the company serves the demands of each customer. Starting from the consumer ordering (order) until they finally get what they want. In this study, the research subjects did not make significant changes in the provision of services and services to visitors, but several aspects of changes occurred due to the effects of the pandemic in the new normal era.

b. The obstacles of the Implementation of Marketing Mix Strategy in the New Normal Era at Orange Picking Tourism in Mojokerto

The COVID-19 pandemic has had an impact on various sectors of human life. The tourism sector, which has been predicted as the second largest source of foreign exchange contribution for Indonesia, has experienced a drastic decline. The absence of tourist visits, both domestic and foreign, has caused many cultural tourism attractions to be closed, the majority of hotels have also experienced a decline and this means that there is no income for people who work in the tourism sector and budget revenues for the provincial government(Solemede et al., 2020).

Researchers have carried out the data collection process to uncover the obstacles encountered in applying marketing strategies prepared by the manager of the orange picking tourism object in the face of the new normal era. Here are some obstacles from the data collection process that researchers have done:

1. Decrease in Turnover

What was experienced by the Orange picking tour manager was also experienced by the majority of entrepreneurs in the tourism sector when the pandemic hit. Research conducted by Solemede, et al(2020) shows that tourism in Maluku also experienced the same thing, namely a decrease in turnover so that operations were disrupted until they were reopened in the new normal era. Research conducted by Uwtami and Kafabih (2020) also explained that the economic condition of all tourism objects in Indonesia was unstable during the pandemic.

2. Travelers who don't understand health protocols

Awareness of wearing masks and also complying with health protocols that the government has proclaimed is still low. The government has promoted various punishments as well as preventive measures, but these are not effective in asking the public to comply with the regulations in wearing masks (Isnawan, 2021). Some Indonesians still underestimate the COVID-19 virus and there are even those who think that the virus does not actually exist and is an engineering of the media. Belief in the virus and its dangers also affects a person's adherence to health protocols and preventive measures to prevent the spread of the virus (Kim & Kim, 2020). Therefore, the government must continue to educate the people.

3. Lack of Participation from various Parties

The manager of Orange Picking Tourism regrets the minimal role of the government in supporting the re-activation of tourism in Mojokerto. The government did not helpfully communicate to the public that tourism would begin to open after being closed for nearly seven months due to the effects of the COVID-19 pandemic. The media is also considered not supportive in helping to spread the news to the people of Mojokerto and its surroundings.

Researchers see a lack of participation from parties who should be able to contribute to tourism development. Six parties are actually able to support the tourism development process called the pentahelix concept. The concept of collaboration which the minister of tourism first introduced at the time, Arief Yahya, contained in the Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations that the importance of encouraging the tourism system through optimizing the role of business, government, community, academic, and media or in short BGCAM to be well integrated and create quality activities, facilities, services,

c. Efforts Made by Orange Picking Tourism in Mojokerto in Running its Marketing Mix Strategy in the New Normal Era

One of the important aspects in the management process is actuating. Actuating is the role of managers to direct workers in accordance with organizational goals. Actuating is the implementation of plans, different from planning and organizing. Actuating makes a sequence of plans into action in the organizational world. So that without real action, plans will become imaginations or dreams that never come true (Dakhi, 2016).

One of the principles in the actuating process is to refer to the targets that have been set in the previous process. Thus, the principle is aimed at the target where in carrying out the actuating function it is important to get support from other functions such as effective planning, organizing, staffing and controlling.

In the actuating process, the Orange Picking Tourism object manager is target-oriented to ensure that the Orange Picking Tourism object can operate during the new normal conditions in the Indonesian world after there has been no activity for approximately seven months at the beginning of 2020. Another goal of implementing marketing management of Orange Picking Tourism does is to increase revenue from the tourism sector in the village after seven months of no tourism activity there.

In the implementation process, a good communication process is needed from the parties implementing it. One aspect of the actuating process is the implementation of communication (Terry, 2014). The communication process carried out is internal communication. Brennan (in Munthe & Tiorida, 2017) Internal communication is an

exchange of ideas between administrators and employees in a company or agency that causes the realization of the company or agency complete with a distinctive structure (organization) and the horizontal and vertical exchange of ideas within the company or agency that causes the work to take place. In short, internal communication is the process of communication between people within a company. In the communication process, the company leader conveys the vision, mission, and directions to achieve the company's common goals so that all individuals who are members of the company have one vision and mission.

The Orange Picking Tourism manager also carried out the communication process when he was about to start the reopening of the tour after experiencing a vacuum for more than seven months at the beginning of the COVID-19 pandemic. This is done to equalize the perception of the destination and will be carried out by the orange picking tourism manager in the new normal period.

V. Conclusion

From the data collection process and also the analysis carried out, there are several conclusions that researchers can draw. The conclusions are:

1. The product offered by Orange Picking Tourism is an immunity tourism product during the implementation of the new normal era which has been adapted to the needs of tourists. The prices of the products offered have changed, but the manager also provides added value to customers by implementing strict health protocols and also providing masks and providing hand washing places at several points. The place for picking oranges is located in a strategic location where the place is easy to reach, open for further development, and has a large enough parking space. To promote the product, the manager uses advertising, public relations, and word of mouth by providing excellent service to customers who come and promotion on social media. The human resources involved already understand health protocols and provide the best service to customers. The existing facilities and infrastructure at Orange Picking Tourism have complied with health protocols and also imaged that the tourist attraction has complied with health protocols as exemplified by the government. Then the process of service and the product delivery has not changed, only changes in implementing the health protocol.
2. The obstacle faced by the Orange Picking Tourism manager is the lack of understanding of the health protocols in the tourism sector that are owned by tourists so that many do not apply the health protocol. The next obstacle is the decline in turnover due to the absence of tourism activities for the last seven months.
3. The effort made by the orange picking tourism manager is to carry out an internal communication process to equalize the perception and the actions are aligned with the goals to be achieved by the orange picking tourism. The manager of the tourism object also implements the steps that have been set in the planning process.

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