

# Business Management Strategies in the COVID-19 Situation\*



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## Abstract

This research aimed to study strategies for business optimization in the New Normal era for dealing with the COVID-19 situation. The COVID-19 situation, businesses need to adapt rapidly to cope with the shrinking economy and affect the survival of many organizations. Therefore, entrepreneurs will have to adapt to New Normal by crisis has to be turned into an opportunity by adjusting the current strategy to reduce the risk in business management. Today's most widely used 4Ps and 4Cs strategies may not be enough to solve problems and cope with the situation. The researcher realized that the 4Es should be adapted appropriately in order to maximize efficiency in the business operation. A study from a group of entrepreneurs who applied 4E together with 4P was successful. The researcher then used the results to create a model. so that it can be applied in every business group.

The research results were found as follows the study show that applying the 4Es strategy to the enterprise should incorporate knowledge of online marketing and the use of artificial intelligence technology (AI) to produce positive results in current's business operations.

**Keywords:** Business; Management; COVID-19; Strategies

## Introduction

In more than half a year, more than half a year of COVID-19 has accumulated more than 8 million people, but the situation in the US remains worrisome. Despite the easing from slowing numbers of Asian infections and recent advances in vaccine development, it is expected to be a key factor in unlocking the situation. If the future post-COVID-19 is overlooked, how will the global economy and the Thai economy, as well as the social context

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and the new normal lifestyle base, will change to cope with the change. According to the current global infection statistics, there is no indication of any improvement so entrepreneurs have to prepare hard to find an urgent solution. (Department of Disease Control, 2020)

International Monetary Fund: IMF estimates the global economy in 2020 will shrink 3 percent. It will be the lowest in the second quarter and the worst since the Great Depression in the 1930s, and it marks the first time that both major economies and developing countries have gone into recession at the same time.

The damage to the global economy in 2020 and 2021 is estimated at more than \$ 9 trillion, larger than the economies of Japan and Germany combined. While the World Trade Organization (WTO) estimates that world trade volume will disappear by a third compared to the previous year. Until now, scholars are concerned that if a prolonged situation leads to severe liquidity in businesses and households, to the point of widespread debt default, it may be at risk of becoming a collective financial crisis, or a "triple economic shock", which has never happened in world history. Nobody wants that to happen. IMF (2020)

The situation has pushed the global economy into recession this year, prompting governments in many countries around the world to accelerate stimulus measures to mitigate the effects of COVID-19. The World Economic Forum report shows that the money each government spends is larger than ever in the past, with major economies pumping 14 to 28 percent of GDP, while emerging markets around a hundred. 4% of GDP, while Thailand and Australia are similar at 9-10% of GDP. IMF (2020)

To understand the 4E's we must first acknowledge that the consumer market has changed drastically since 1955. As Featherstonehaugh states, "The consumer has seized control."

We now operate within a customer-centric economy. Audiences are more diverse and demanding now than ever before. And our job, as marketers, has shifted its focus away from selling products and toward creating sublime, end-to-end customer experiences.

Experience isn't a new concept; however, the lexicon of experience, within marketing theory, stretches as far back as 1964 to Maslow's Peak Experience. Over the years, these theories and practices have developed into what we now know as experiential marketing in table 1.

**Table 1** Knowledge's as experiential marketing (2020)

Authors	Year	Experience
Maslow	1964	Peak experience
Holbrook, Hirschman	1982	Experimental aspects
Csikszentmihalyi	1990	Flow experience
Arnould, Price	1993	Extraordinary experience
Carbone, Haeckel	1994	Customer experience engineering
Pine, Gilmore	1998	Distinct economic offering, memorable, experimental economy
Schmitt	1999	Experimental Marketing
Poulsson, Kale	2004	Commercial experience
Boswijk, Thijssen, Peelen	2005	Meaning experience
Tarssanen, Kylanen	2007	Experience pyramid, personal change

Experiential marketing is the modern realization of all of these concepts. It culminates in the creation of extraordinary experiences for customers. These experiences exist to evoke strong, positive emotions that are highly memorable and transfer onto your brand's reputation.

### Objective of the research

To study strategies for business optimization in the New Normal era for dealing with the COVID-19 situation.

### Research Methodology

The coronavirus outbreak has had a huge impact on the economy. This causes the spending and purchasing power of people to decline. All businesses in the industrial and service sectors were disrupted. Although there are measures to help operators continue their business, most of them are short-term measures. Entrepreneurs need to adjust their strategies in order for their businesses to survive. You may be familiar with the concept of 4Ps in business operations. In order to keep up with the situation and behavior of consumers in the New Normal era, entrepreneurs may have to adopt the 4Es concept to correct the situation.

The research process is as follows

Step 1: Study the research related to the strategy of using 4E together with 4P.

Step 2: Research tools and methods used in the study is 4E tool used in the study was obtained from a group of entrepreneurs who used 4C.

Step 3: Collect data from entrepreneurs who have successfully applied 4E.

Step 4: Create a model that can be applied to any business.

Step 5: Summary of the 4E strategy applied together with 4P.

## Research results

By collecting data and analyzing the strategies of entrepreneurs using 4E tools together with 4P, entrepreneurs can see their perspectives on solving problems in the Covid-19 situation, enabling businesses to move forward.

### Implement the 4Es of Experiential Marketing.

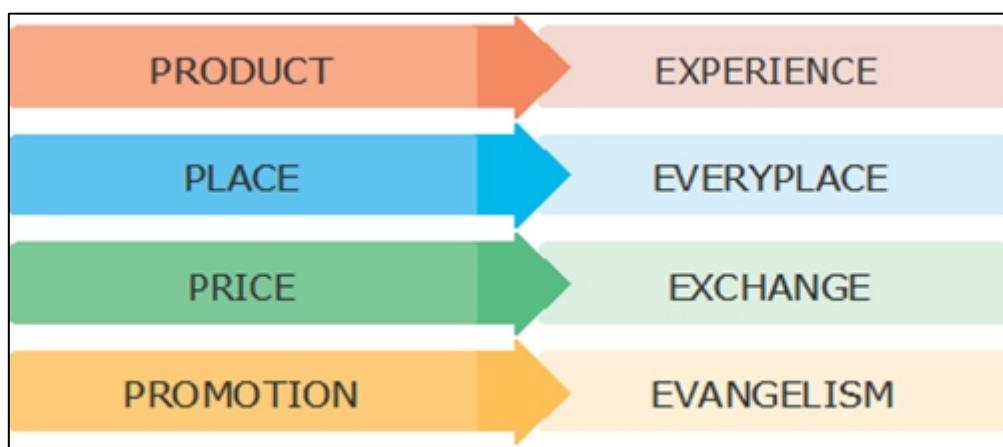


Figure 1: Implement the 4Es Model

#### 1. Product becomes Experience

Here, by Experience, we mean the total customer experience; understanding the journey your customer takes from the very first moment they come into contact with your brand, to when they purchase an item and beyond.

Marketers, and salespeople, can no longer skirt-by only thinking about getting their products off the shelves and into the homes of consumers. Today, products are a-plenty and product advantage, i.e. being the only product on the market that solves a particular consumer pain point, lasts little-to-no-time at all.

According to Forbes, “Retailers succeed in the experience economy not so much by what they sell, but how they sell it”. It’s all about creating a consistently pleasing experience

for customers; triggering an emotional connection that's memorable both before-purchase and after-purchase

Nearly 50% of shoppers now shop on their mobile phones more often than they do in-store. So, a brand that is focusing on brick-and-mortar stores and not optimizing their digital experience is going to miss out. Similarly, if your social media and website are at the top of their game, but your staffs are rude to customers and your store carpets are shabby, you're going to lose custom.

Beyond the basics, however, for your marketing approach to fully embrace the ways of experiential marketing, you have to get creative! Thinking outside the box and developing exciting approaches that elevate your brand's products to the next level is what will make you stand out from your competitors.

You don't have to break the bank either. While some of the Fortune 500s will be staging experiences to rival the latest blockbuster, you can use your knowledge of your target audience to really impact them with key.

## 2. Place becomes Everyplace

In the old model, Place is the literal place where your business chooses to distribute its products or services. This could range from a physical store, to warehouses or e-commerce shops. The problem is that place, in the 4Ps, is always on the retailer's terms: their store, their warehouse, and their rules. Customers would have to come to the retailer to make a purchase.

Everyplace flips this concept on its head; it forces brands to do the hard work. Be available to your customers in the places, and on the platforms, where they spend most of their time. And the customers? Well, they can choose to engage with you or simply ignore you. So it's up to your marketing team to ensure your offerings happen in the right place, at the right time and in the right manner.

Now, before you go jumping out of bushes trying to flog your products to unsuspecting jogger. Implementing an everyplace strategy which is fully Omni channel takes some planning. First, you need to take a long hard look at your target market and the current channels and platforms available to them.

Once you have identified the correct channels, you will use the data you have already collected on your customers to inform your strategy and determine the avenues where you will invest your budget. A truly Everyplace approach sees all elements of your strategy, both online and offline, communicating with synchronicity to give your customers a seamless experience.



### 3. Price becomes Exchange

We just don't know what it'll cost". In today's oversaturated markets, sometimes you do have to give a little to get something back. Prices are no longer fixed and quality goods do not equal an automatic purchase. Not when there are 10 other items on the market claiming to do the same thing for a whole lot cheaper! Instead, the price of a product or service becomes a more malleable concept and retailers must come to understand the value of their customers' time and attention, and their true worth in revenue over a lifetime.

Freemium services split new customers into 2 tiers: free and premium. Free tier users have access to a limited version of the service for a short time. The goal here is to move customers along the funnel after demonstrating real value with the hopes that this will translate into lifetime brand loyalty and a greater overall experience.

### 4. Promotion becomes Evangelism

Promotion used to mean. Does everything in your power to ensure the customers see the advertising content - be it billboards, television or radio. Promotion was a critical part of the 4Ps model. But the thing is, focusing solely on outward marketing tactics makes for a very product-centric strategy and in experiential marketing that just won't cut it.

You know as well as I do that the customer journey does not end at the point of purchase. Even the most basic products like bread and butter, for example, if enjoyed by the purchaser, are recommended to their friends and family. Or, if the product is unsatisfactory, it is banned from their household cupboards for years to come. This is known as Word-of-Mouth (WOM) power.

In the era of the 4Es, WOM has become supercharged. Customers, who now have access to social media, review websites, forums, etc., have come to be the ultimate critics - wielding the power to boost or bury your business with a single tweet! Oh, the horror.

Don't worry though, if you've been following the 4Es that we've laid out above, you shouldn't be shrieking in fear of bad reviews. Instead, you should be patting yourself on the back and enjoying your hefty audience of evangelist customers as they praise your impeccable customer experience, high-quality products and valuable impact on their day-to-day lives.

Authenticity is important to 90% of modern consumers and this makes user-generated content (UGC) the crown jewel of evangelism. Learning about the great experiences your business has to offer on a consumer-to-consumer basis will generate trust between new customers and your brand.

Be sure to show your brand-evangelist customers that you value their content by including it in your online sales journey. If you do, Sales force reports that you could see a 10% increase in conversion rates.

### The new body of knowledge

Marketing strategy 4Es is a new age marketing concept. that in addition to focusing on development to meet the needs of consumers to meet the most demanding needs It is said to change the line that has focused on communication from the customer side to help make more marketing. Instead of focusing on communication from the original product.

Due to the changing behavior of consumers in purchasing goods and services in the new era The Internet (Internet) has played an increasingly important role in people's lives. Therefore, marketers have to think A new marketing strategy comes up as a tool to use in conjunction with the old marketing principles. 4Es marketing strategy by using E, which is the front of the scrap is Experience-Exchange-Everyplace-Evangelism It is used to define important topics that businesses should consider readiness and use it as a business guideline.

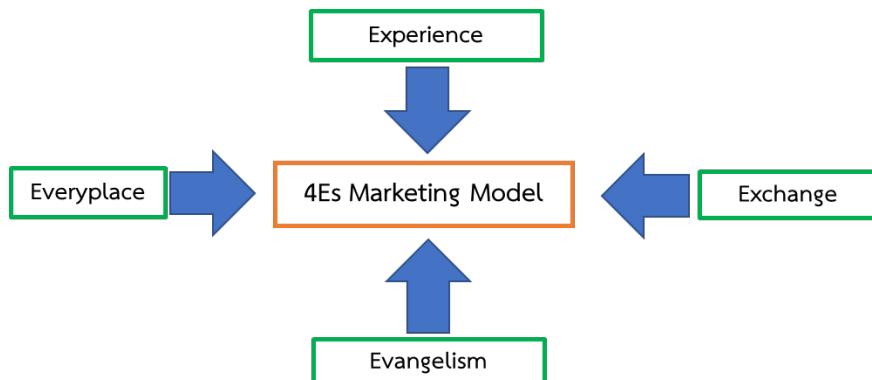


Figure 2: 4Es Marketing Model

### Discussion of research results

From the research result of the objective, it was found that 4E can be perfectly matched. Just on the 4Ps side is the concept of Producer or business owner. A world of competition where businessmen can't stand still. must develop, improve and change in order to keep up with the current customer demand at all times or to match the target customers as much as possible at present, the market is not the traditional form of marketing that focuses on mass production (Mass Market). Marketers are starting to adjust from 4Ps, which is the

concept of manufacturer or business owner to become a new era of marketing, 4Es, which is reversed as a concept from more consumers or customers. Communication in the Internet network today has created a social network, many have to find ways to use these channels to be useful and use them to attract more consumers' attention. Therefore, the marketing mix is a fundamental factor that is always applicable in the world of business is consistent with the concept, theory, and research work of Villiers, Tipgomut and Franklin (2019), International Market Segmentation across Consumption and Communication Categories: Identity, Demographics, and Consumer Decisions and Online Habits. Finally, we will explore how organizations 4E can monitor and control the various activities and outcomes, in order to ensure sustainable competitive advantage(s) in a highly competitive marketplace and online marketspace.

## Conclusion

At the beginning of this blog, you may have thought that replacing a tried and tested method with something brand new was a pretty risky approach. Don't fix what isn't broke, right? But now you see how truly beneficial evolution and positive change can be.

Valuing your profit and products over your customers is undeniably a broken way of conducting your business. Instead, create memorable experiences that elevate your products and gain life-long brand evangelists.

In today's market, you can't afford to stand still; marketing is all about evolving to maintain a competitive advantage and, in the experience economy, the 4Es of experience marketing reign supreme.

## Suggestions

From the results of the research, the researcher has the suggestions as follows:

### 1. The suggestions from the research

From collecting data from business groups that apply the 4E strategy to their business. This allows the business to continue operating under the COVID-19 situation. Due to the use of online technology as part of business operations. From the research result, it was found that results of this study can be used to improve marketing efficiency. which can be used to adjust the marketing plan strategy to be successful according to the goals.

### 2. The suggestions for future research

The results of this research are just the implementation of the 4E strategy with 4P only, the 4C has not yet been combined. Therefore, the next research should be as follows:

- 2.1 The model should be used and measured by users.
- 2.2 Study products or services using this model in all business segments.

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