

## “Pay-as-you-wish” Program As Marketing Communication Strategy Using SOSTAC On Indonesian MSME Business

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### ABSTRACT

This project discusses the “Pay-as-you-wish” program as a marketing communication strategy using SOSTAC on Indonesian micro small and medium business enterprises study case in Omnivour. Omnivour, as one of the MSME brands, offers delivery affordable healthy food catering for its customers during Covid-19 pandemic as its business model. However, the brand still lacks awareness. Omnivour is facing the real problem that the operation should run for "big mass and big volume." The orders are still under the market size target of its brand expected. This project aims to implement the “Pay-as-you-wish” program as its marketing communication strategy. In elaborating the project planning, it uses the SOSTAC to determine the applicability of the Pay-as-you-wish programs being implemented as a marketing communication strategy for MSME business. Besides, it also sees the program's applicability as a treatment boost for the sale volume and brand awareness. The project was held for one month in October 2021, following the operational time of Omnivour. The project has been evaluated based on the metrics of this project objective.

**Keywords:** Pay-as-you-wish; Social Media; SOSTAC; Word of Mouth; MSME

### INTRODUCTION

Corona Virus or Covid-19 has ruined the world today in many aspects as flash back news from CNN Indonesia (2020) Covid-19 was discovered for the first time in Wuhan on December 1st, 2019, turned into a global pandemic in today's world. However, this virus was officially announced arriving in Indonesia on the 2nd of March 2020 by our president Joko Widodo (2020). From that time as of today, the number of infected people keeps increasing day by day as the following data from covid19.co.id (2021) shows that 1.709.762 people were infected with this virus in Indonesia. This number will always increase as this virus quickly spreads to anyone.

The world faces a global pandemic with hard work to fight this virus. All countries that have reported cases of COVID-19 continue to make every effort to prevent, suppress, and reduce the spread of the virus. One of the efforts or steps were taken by Indonesia and several other countries are Social Distancing, which is now being changed to refer to WHO to be Physical Distancing. This method was chosen because it was assessed to reduce the spread of COVID-19 so that it does not continue to spread widely throughout the country. Implementing Social Distancing / Physical Distancing in Indonesia, making the most of its community activities are hampered. Some have even stopped, such as dismissing all educational activities and working for activities community and replacing it with the work from the Home method. The dine-in

restaurant has also been cut into 50% capacity (Pemprov DKI Jakarta, 2020) . These policies aim to prevent the potential spread of the virus COVID-19 that will be applied for the limitations in the lives of citizens, especially residents who live in the Jakarta area.

Besides, According to Handayani (2020), covid-19 pandemic, based on the results of research published by KantarIndonesian society, has had lifestyle changes during the Covid-19 pandemic. These lifestyle changes include starting to try eating a healthy diet food (90 %), testing new food recipes (61 %), and eating higher daily snacks than usual (41 %). She also added the Director of the Southeast Asian Food and Agricultural Science and Technology Center (Seafast), Nuri Andarwulan, stated that many people have adopted healthy eating habits. However, the pandemic has made people aware of prioritizing the consumption of balanced nutritious food to increase body immunity. However, The COVID-19 pandemic has hit some business sectors, including the culinary business. Noviandi (2021) believed that apparently, the healthy food business is not too affected by this challenging condition and instead has increased sales. Omnivour is one of the MSME brands that see the business opportunity to be run during this pandemic covid-19. Therefore, the Omnivour brand has been created to answer the pandemic by offering delivery affordable healthy food catering for its customers. However, the brand still lacks awareness; therefore, according to the owner, the sales have been flat since it launched last March 1st. Omnivour is facing the real problem that the operation should run for “big mass and big volume,” but the orders are still under the market size target of its brand expected. Based on the interview with the brand owner, the market size of the brand could reach over 50 billions Rupiah.

The number of its market size shows that it has a big promising market size that can make this brand make a profitable business in the future. Thus, Omnivour as a brand offers affordable healthy food catering delivery service that gives food treatment experience to the customer with the promise of delivery punctuality (arrived at customer’s location at lunch). The challenge of its brand still lacks awareness that making these business sales flat because they are still lacking on their marketing communication strategy to generate the sales. Therefore, it urgently needs to take some action to make this business reach its market size and profitable. However, there is a program “Pay-as-you-wish” that can be conducted by Omnivour brand as the action for a marketing communication strategy to reach its target market. According to Nuraida (2012) in her article, “Pay-as-you-wish” is the name of a restaurant in the center of Vienna, Austria. This restaurant program makes the owner not set a price for the food and drinks they sell. They apply the concept of “Eat free, pay as you like”.

Omnivour brand, Nutritious Catering online offers affordable healthy food for delivery and self-pickup only for customers who want to eat tasty food but are still healthy and suitable for their diet program. One of the case studies conducted for the “ Pay-as-you-wish” program had been done well the restaurants, name “ KISH.” According to Kim et al. (2010) “Pay-as-you-wish” program was implemented for their study in one of the restaurants named “Kish” as a promotion program to attract new customers to try their food. Kim et al.(2010) added the “Pay-as-you-wish” mechanism allowed its customer to determine the price according to them, and the owner should be ready with zero prices from their customer. In fact, According to Purnamasari (2019) in her study, some industries had successfully implemented the program as part of their promotion strategy. Omnivour, as the brand in this project, will conduct and apply The Pay-as-you-wish program as a marketing communication strategy to build awareness of its brand and introduce it to its target market in Jakarta and Depok as the owner

stated that she wanted to introduce Omnivour's new menu. However, this project will focus on investigating and elaborating the "Pay-as-you-wish" program implementation of Omnivour as their marketing communication strategy.

### **Marketing Communication Strategy**

The marketing communication strategy has been familiar among the marketers as it's been used to use communication tools to reach their target market. Shrivastava & Dawle (2020) mentioned in their study that it is used by companies or individuals to effectively get to their targeted market through various types of methods of communication. However, according to Collins (2019), a good marketing communications strategy involves identifying the most efficient channels to get the most effective message to the most receptive audience. Aji et al. (2020) added that social media users were around 3.5 billion globally, including Instagram, with 802 million active users in 2019.

### **Pay-as-you-wish Program**

"Pay-as-you-wish," or we can name it as pay as you want, is a program which the customer can pay as they wish to pay. It had been applied from a previous study as its pricing strategy. According to Gerpott (2016), in his research, a Pay What You Want (PWYW) was used as a strategy to let their customers fix the prices because the buyer voluntarily pays for a product or service. This means that the seller agrees to accept any price even if the buyer pays for zero one. Meanwhile, Kim et al. (2010) explained "Pay-as-you-wish" as a new pricing mechanism classified as a participative pricing mechanism. The customer participates in the price-setting process by determining the price they want to pay. The seller should accept any price from the customer's offers.

However, the program had been implemented before in several projects. Many brands have done the "Pay-as-you-wish" program early. As Ferry (2017) mentioned in his article, Hotel Yello Manggarai, Jakarta, had promoted its soft opening where guests who make reservations during the period 27 March – 2 April 2017 could experience staying at Yello Hotel Manggarai by paying room rates as they wish to pay. Ferry (2017) also added that the "Pay-as-you-wish" promotion concept aims to make Yello Hotel Manggarai well-known and welcomed. In her article, even Nuraida (2012) stated that "Pay-as-you-wish" is the name of a restaurant in the center of Vienna, Austria. This restaurant program makes the owner not set a price for the food and drinks they sell. They apply the concept of "Eat free, pay as you like. In fact, According to Purnamasari (2019) in her study, some industries successfully implemented the program as part of their promotion strategy. SWAOnline (2015) stated that although not infrequently, some consumers try to get lower prices, either by looking for other alternative products or asking the seller to lower the price of their products. But this also shows that consumers have judged the price offered by the seller to be not in line with their expectations or that the seller has rated the product much higher than the consumer's assessment. In a previous study, this project implemented the "Pay-as-you-wish" program on Omnivour not only for pricing strategy but also as a promotional campaign to increase its market share as a new MSME business in Jakarta.

### **UMKM**

*Usaha Mikro Kecil dan Menengah* (UMKM) it would be in English stands for Micro, Small, and Medium Enterprises. However, the definition is broader than that. Ramandhani (2020) explained that UMKM is described as businesses run by individuals, households, or small

business entities from a business actor's point of view. However, some economists use different terms to define it (2020). Prof. Ina Primiana from the Faculty of Economics and Business, Padjajaran University, described UMKM as small-scale business activities that support the development movement and the Indonesian economy. Meanwhile, M. Kwartono Adi uses a more specific definition, namely a business entity with a profit of less than 200 million Rupiah, calculated from the annual profit (2020). It will be elaborated with AISAS and WOMM to further elaborate details. In this case, Omnivour is one of the UMKM industries in Jakarta as the object of implementing a marketing communication strategy campaign for Pay-as-you-wish.

### **AISAS and WOMM**

Sugiyama and Andree (2011), argued that AISAS is a model designed to approach the target audience effectively by observing changes in behavior that have occurred, especially those related to the background of advances in internet technology. AISAS stands for Attention, Interest, Search, Action, and Share, where a consumer pays attention to a product, service, or advertisement (Attention) and creates interest (Interest) so that the desire to collect information (Search) about the item appears. Consumers then make an overall assessment based on the data collected and then decide to purchase (Action). After purchasing, consumers become conveyors of information by talking to others or posting comments and impressions on the Internet (Sharing) (Meilyana, 2018). On the other hand, Hayes (2020) explained that WOM (word of mouth marketing) is described when consumers' interest in a company's product or service is reflected in their daily dialogues. According to Arndt (1967), WOM can be defined as oral, person-to-person communication between a receiver and a communicator whom the receiver perceives as noncommercial concerning a brand, a product, or a service (Gheorghe, 2012). Essentially, it is free advertising created by customer experiences and usually something beyond their expectations. This project would see how people share their experiences after enjoying Omnivour food in Jakarta via social media or other online platforms to share their experiences in having a meal from Omnivour. Therefore, in analyzing this project, it will use SOSTAC.

### **SOSTAC**

Referring to Tantsurina (2017) in her study, according to Chaffey & Smith (2013), SOSTAC is a system for implementing steps and leading planning models used for developing marketing, corporate, advertising and e-marketing plans. Besides, Wijaya (2018) referred to research about "E-Marketing Applications Based on Virtual Reality Using Sostac Planning Method on Sales Property." SOSTAC is a model of the planning framework that is quickly followed, yet it can identify all the essential things that must be done to achieve the goal (Chaffey & Smith, 2013, p. 418). However, an acronym stands for situation, objectives, strategy, tactics, action, and control. It contains a general marketing strategy applicable in various commercial situations. It is also the best adaptation to create a good marketing communication strategy that can be run according to purpose.

### **S for Situational Analysis**

According to Tantsurina (2017), the first stage, Situation Analysis, answers the question "Where is the company now?" It includes both internal and external factors to be analyzed. This step elaborates the strengths, weaknesses, opportunities, and threats (SWOT) of Omnivour's current situation. In this first stage, it will have a question "what we are now?".

meaning that it is a step for elaborating the market share of Omnivour brand or it means the current situation of the particular entity in another phrase for it. Subsequently, competitor analysis competencies analysis includes perceptual mapping as it is analyses about customer analysis include who, why, and how of Omnivour brand. Tantsurina (2017) added that the first stage, Situation Analysis, answers the question "Where is the company now?" It includes both internal and external factors to be analyzed

### **O for Objectives**

The second step in SOSTAC is objective or determining the main goals. Chartered Management Institute (2020) stated that many companies use SMART Objectives to review and evaluate the goal created. However, the goals should be measurable. The targets are possible to achieve (achievable), realistic or relevant things to complete (appropriate), then a time-bound that is well-plotted so that the objectives can be achieved. However, Omnivour aims to implement the "Pay-as-you-wish" Program as a marketing communication strategy to grab audience attention. Omnivour can be well known as the most accessible healthy food for everyone, especially for Jakarta and Depok citizens, as its goal is to impact society. At this stage, it's associated with the mission and company goals, whether long, medium, or short term. The following question of this step is "Where do we want to be?".

### **S for Strategy**

Tantsurina (2017) described in her thesis Developing a Social Media Marketing Strategy for the Horse Industry Customer Group that at the strategy stage, it is about OVP, which differentiates a brand from competitors and its credibility. Levin (2020) stated that to make sure that the creator we are working with has an audience that overlaps with our audience. This step question is "How do we get there?". By implementing the "Pay-as-you-wish" program as its marketing communication strategy, and having a robust database to group customer purchase segmenting, targeting, and positioning of the Omnivour brand so integration (info/database) and elaboration section, tactical tools (content marketing and social media) can be elaborated. Therefore, strategic decisions can be carefully considered and adjusted to the time, cost, finance, and other capabilities.

### **T for Tactics**

The tactic is a collection of details with a question on this step: "How exactly do we get there?". Chaffey & Smith (2013) explained that tactics are a way for a brand to create channels to present its products on the digital channel determined by the company with clearly offering the product or service through marketing content on the website or social media, which means that describing the promotional activity tactics or the narrower plan to determine the channel to create WOM (by creating interactive and fun content in any channel) contains the process of development and creativity strategy. This stage requires the artistic value of the preparation of communication plans marketing.

### **A for Action**

Tantsurina (2017) stated that in the action stage, SOSTAC explains the question "who does what and when?" with an explanation of implementing tactics as a whole starting from the cognitive or cognitive stage, then affective or the consideration stage, and finally the purchase stage. Steps required in implementing means into implementation with the question generated at this step are "Who does what, when and how?" which means the elaborations to do "Pay-as-you-wish" performance. The action of SOSTAC on this step Omnivour internal

activities the delivery of communications and messages to the public when related to time. This step Omnivour publishes on Instagram about the program with program duration on specific days within a month.

### **C for Control**

Control is the last stage in SOSTAC. It answers the question "how do we monitor performance?" by measuring performance with metrics and KPIs determined by the brand or company (Tantsurina, 2017, p. 14). Besides, it is controlling to determine whether the strategy and tactics on the target are matched between planning and operation. The question frame "How do we know we will get there?" This question represents who monitors, what, and when monitoring and controlling the question, whether the strategy has worked as intended. Based on literature review, general explanation about Marketing Communication strategy, "Pay-as-you-wish," MSME, AISAS, WOMM, and SOSTAC. In strengthening the project, limitedly only emphasized the concept of SOSTAC.

## **PROJECT PLANNING**

### **Situation Analysis**

In analyzing the project, it will use SWOT. It stands for strengths, weaknesses, opportunities, and threats. It is the first thing to define to run a business. The Mind Tools Content Team (2001) stated that it helps the company strategically, addresses the lack of drop the risk, and takes the best possibility and broader the success opportunity. It is also called a serious strategy formula tool to understand the competitions and give insight into a successful competitive position. Besides, the competitor study will be displayed in this project to dive deeper into how the situation can be seen. However, all information obtained from primary and secondary sources regarding how and what situations are analyzed by Omnivour in planning its marketing communication strategy.

### **Objectives**

What and why is the SMART Objective set by Omnivour in planning its Marketing Communication Strategy. Therefore, the objective is Omnivour brand can be well known as accessible healthy food for everyone, especially for Jakarta and Depok for female citizens as its goal is giving impact to the society with following objective's smart:

**Specific Goals:** Increasing awareness by 30 % market size of Omnivour and sales 20 % for salad Sakti product from the previous month by implementing "Pay-as-you-wish" program.

**Measurable:** Comparing the ads from the previous month from Instagram insight in terms of budget spending, reach, impression, and other details.

**Achievable:** Reaching 1% of 147.450 people = 1.475 people

**Relevant:** with measurable ads, in contents, the cost per result would be  $491.500 \text{ (Omnivour's market share)} \times 30\% = 147.450$ , meaning that  $1.550.000$  divided by  $147.450$  is Rp. 10.5 as cost per person.

**Time-Bound:** The period of the PAYW program is one month (1-31 October 2021). This treatment intended to understand how this program performance for the brand monthly. If it works better than other marketing strategies of the brand, this would be the best for the brand's marketing funneling

### **Strategy**

Omnivour will conduct some strategies as follows below during the project; PAYW ("Pay-as-you-wish") Strategy (once a year) and STP (Segmenting, Targeting, and Positioning). The

segmentation determined by Omnivour are demographics (Age, gender, status, number of family members, occupation, education level, income), psychographic (customer character that causes purchases), behavioral (The customer's behavior who love to purchase accessible and simple healthy food ) searched, brand loyalty) and geographic (location of residence and advertising channels) to determine the form of a brand's marketing communication strategy. The Targeting set by Omnivour in planning its marketing communication strategy, namely around the primary market (user), secondary (additional targets beyond direct), and tertiary (investors or media) to determine the form of the brand's marketing communications. Besides, to determine the positioning that causes customer perception. The type of marketing communication strategy can be defined as the position. Because at this stage, the brand understands who and how to communicate Omnivour products in the form of promotions on media channels discussed in the tactic step

### Tactics

Determination of media channels for marketing communication strategy. Long term tactic to create WOM ( by creating fun and existing that to all channels), Implementing "Pay-as-you-wish" program and post the poster on social media ( short term ) and daily posting to indicate the business is active. Omnivour conducts marketing communications on the social media used (Instagram, Facebook, and TikTok) for the short term.

### Action

By implementing marketing communication strategy " Pay-as-you-wish program" to create awareness (Cognitive) via Instagram to the target market. Affective, implementing the "Pay-as-you-wish" program as a marketing communication strategy to create love awareness via Instagram to the target market. Conative, Implementation of Omnivour Pay-as-you-wish program as a marketing communication strategy to make the target market contact and purchase the Omnivour product.

### Budgeting

Table 1. Omnivour Pay-as-you-wish program Budgeting 2021

Marketing Communication Activities 2021					
No	Activities	Details	Qty	Price/pcs	Total
1	<b>"Pay-as-you-wish" product: Salad Sakti Mini</b>	Apply during the promotion on October	124	17.000	2.108.000
2	<b>Instagram and FB post and Endorsement</b>	Instagram & Fb ads and Endorsement to @depok24jam			1.550.000
	<b>Total Budget PAYW Program</b>				<b>3.658.000</b>

### Time/Schedule

The program will be held every month and every day during operational

### Control

At the end of this stage, the control function reviews the results. This can be done by evaluating metrics objectives smart regarding the performance that Omnivour has carried out for Pay-as-you-wish implementation as its marketing communication strategy. Therefore, the finding will overview the program's applicability in terms of successfully increasing awareness and selling or not for MSME business, in this case, Omnivour as the brand.



## PROJECT EXECUTION

### Pay-as-you-wish Program Execution with SOSTAC

#### Situation Analysis

As the first stage, Situation Analysis addresses the question, "Where are we now?" that can be described by SWOT. According to Jurnal Entrepreneur (2021), SWOT assessment helps to determine which priorities should be prioritized by the business as it has a function to be able to help the company formulate the best strategy. Without information from a SWOT analysis, it cannot be known the market potential, interests, and market opportunities that can be exploited for the business and its factors.

**Table 2. Detailed for Omnivour's SWOT**

<b>Strength</b>	<b>Weakness</b>
- <i>Ghost Kitchen</i> concept as the kitchen is proper and standard in terms of cleanness and hygiene; therefore, <i>Omnivour</i> can communicate them	- Only have two people as a cooking team
<b>Opportunity</b>	<b>Threat</b>
- The number of healthy concerned people is risen because of the pandemic situation	- The competition is serious because many nutritious caterings claim healthy, similar to <i>Omnivour</i> . So, the marketing communication strategy needs to be on point to be outstanding among all.

#### STP (Segmentation, Targeting, Positioning)

**Table 3. Omnivour's Segmenting, Targeting, Positioning (STP)**

<b>Segmenting</b>	<b>Targeting</b>	<b>Positioning</b>
<ul style="list-style-type: none"> <li>- <b>Psychographic</b> (habit): Social media Scroller, especially Instagram. Have Whatsapp App. Love cooking. Understand how good food taste is. Don't have time to cook well to fill their nutrition, have a good circle</li> <li>- <b>Demographic</b>: Indonesian, Age 24-60, woman SES A and B+ with monthly salary 4.200.000-15.000.000/month</li> <li>- <b>Geographic</b>: Jabodetabek citizen and nation covers</li> </ul>	Primer: bank-able people, women (20-39), busy and don't have time to prepare nutritious daily meals. Generous women (age 20-39) love to share hampers and do celebrations or gatherings, such as birthdays, arisan, and more. Instagram, Facebook and Tiktok Scroller.	A healthy diet catering with an affordable price menu covering delivery for Jakarta, and Depok, with the low fare, gives the specific experience of food treatment (such as cutting the brownies with yarn also give people vary diverse content to show to the public). People see <i>Omnivour</i>



<p><b>Behavioral :</b>          "I'm too lazy to cook."          "I want an affordable diet package to diet."          "I want to give my friends a present."          "I want to celebrate my relative's birthday."          "I want to eat without guilt."</p>	<p>Sekunder : Men age 25++          Tertier : age 60+ Woman</p>	<p>as exciting and have excellent service.</p>
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### Tactic

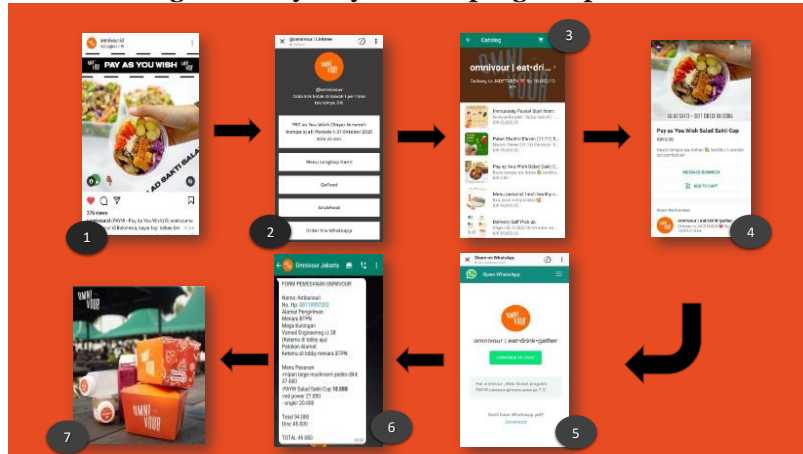
Chaffey & Smith (2011) stated that tactics are a way for a brand to create channels to present its products on the digital channel determined by the company with clearly offering the product or service through marketing content on the website or website social media. It is a collection of details with a question on this step: "How exactly do we get there?". It contains the process of development and creativity strategy. This stage requires the artistic value of the preparation of communication plans marketing. However, tactic determines what type of content is needed to achieve tactic goals, which channels must be used to effectively transmit the business information and adapt to the tone of the conversation with customers. Omnivour defines its channeling by social media to achieve its goal. They are Instagram, YouTube, and TikTok because these three social media rely on visual and auditory. Some pictures and sounds make people get the message directly.

Therefore, implement the "Pay-as-you-wish" program as a marketing communication strategy. Omnivour does the social media content, creating WOM (word of mouth marketing). Pay as you wish program will have a specific menu to be promoted to let the customers pay as their wish to have it into their meal. They propose to answer the particular objective in this project: increasing awareness by 30 % and sales by 20 % for salad Sakti products from the previous month. In this stage, Omnivour does the channeling for "Pay-as-you-wish" advertainments as follows below; WOM (by creating fun and existing content that distributes to all channels ), Sponsored and endorsed Ads, Organic Feed on Instagram.

### Action

Action is the next step after tactic and one of the last sections of the SOSTAC model. According to Tantsurina (2017), in the action stage, it explains the question "who does what and when?" with an explanation of the process of implementing tactics as a whole starting from the cognitive or cognitive stage, then affective or the consideration stage and finally the purchase stage. It answers the question, "Who will do what and when?". Therefore, it provides vital stages of tactics implementation, dividing roles, setting time frames, and allocating resources. These steps are required in placing means into execution with the question generated at this step is "Who does what, when and how?" which means the elaborations to do "Pay-as-you-wish" implementation. The action of SOSTAC on this step Omnivour internal activities support the delivery of communications and messages to the public when related to time. This step Omnivour will publish on Instagram about the program with program duration on specific days within a month. In implementing the Pay-as-you-wish program, there will be the following action that has been done as below:

Figure 2. Pay-as-you-wish program process



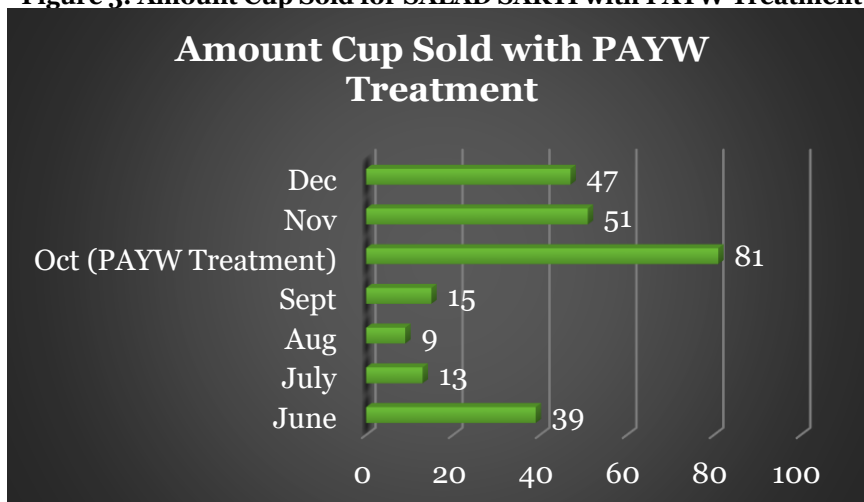
DISCUSSION

The discussion describes the result of the Pay-as-you-wish program in Omnivour that was implemented last October 2021 for one month. The implementation of the Pay-as-you-wish program involved 30 respondents from the customers that enjoyed the program, and the results will be displayed in the following discussion below ;

Pay-as-you-wish” program for sales booster

The Pay-as-you-wish or pay-as-you-want program is one of the marketing communication strategies from Omnivour brand that was implemented for a month last October 2021. The program scheme allowed customers to pay as they wished for the selected menu chosen by Omnivour to be promoted. Salad Sakti as its menu that placed in the “Pay-as-you-wish” program increased significantly compared to the previous month for cups sold during the “Pay-as-you-wish” program as following Figure 3 below

Figure 3. Amount Cup Sold for SALAD SAKTI with PAYW Treatment



Source: Data processed by Author (2021)

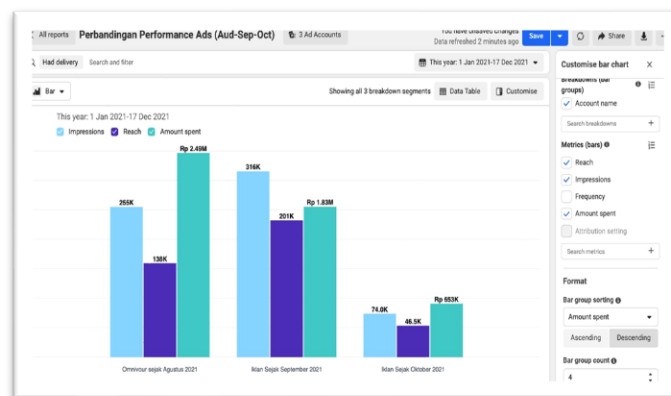
According to the Owner, the sales of Salad Sakti products have made better sales and increased more than 20% sales compared to the previous one for the salad menu. The figure above shows that the sold cup for October rose to 81 cups, which made it the highest result since its launch

last June 2021. According to the Owner, the cup sold was good enough in 39 since it was just launched for the product. However, the cup sold for Salad Sakti decreased for July – September because the menu did not have any marketing treatment. In fact, after the Pay-as-you-wish program treatment in October, the cup sold for November and in the middle of middle December sustained in the higher number compared to before treatment one.

### “Pay-as-you-wish” for Brand Awareness

Besides implementing a “Pay-as-you-wish” program, it can also be part of brand awareness since Omnivour has already put its ads on Instagram to support this campaign. Its target audiences can be reached and drive them into Omnivour “Pay-as-you-wish” program. The ads were not significantly affecting the sales but awareness. The following compares ads performance conducted in August - September - October.:

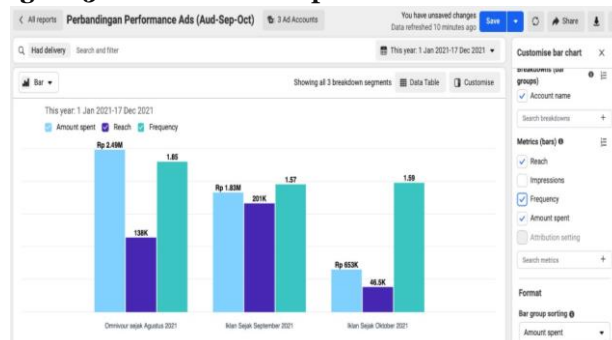
**Figure 4. Omnivour’s ads performance comparison**



Source: Personal Communication (2021)

In August and September, higher Reach, Impression, and spending were seen due to trial and error using ads by Omnivour. In October, efficiency was carried out to show a low number on the lowest spending. Most of the Ads were carried out specifically to communicate about the Pay-as-you-wish program since the marketing communication performance wanted to be seen specifically for this program. However, the frequency (number of people who clicked on the content) obtained was higher than in September. This also shows the effectiveness of ads performance with a lower spending budget, which can be seen as below figure:

**Figure 5. Omnivour’s ads performance effectiveness**



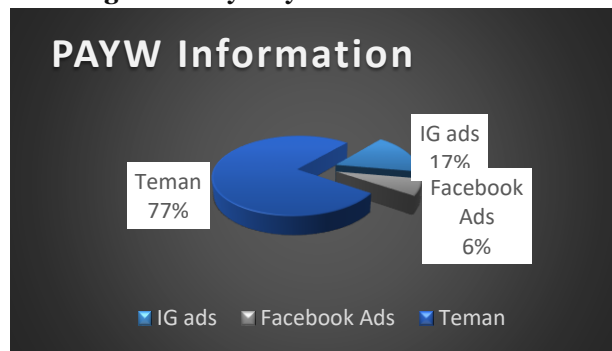
Source: Personal Communication (2021)

Figure 5 above shows that the frequency for October is almost the same as high as another month, September and August. In fact, Omnivour only focuses on a pay-as-you-wish campaign

with less budget in October. Meaning that Pay-as-you-wish program can create awareness as click bite for its audience, and Instagram can be an excellent platform to reach its audience. In the implementation of Pas as you wish, Omnivour created content that clearly shows what food is included to increase effectiveness or attractiveness.

Besides, based on the implementation “Pay-as-you-wish” program in Omnivour for a month last October 2021. The contents drive the customers to tell their friends about the “Pay-as-you-wish” program promotion. Therefore, it shows that the result, most of the customers like to have the program. Most of them knew the program from their friends, as the survey result from 30 customers, 77% discovered, they knew it from their friends as below figure:

**Figure 6. Pay-as-you-wish information**



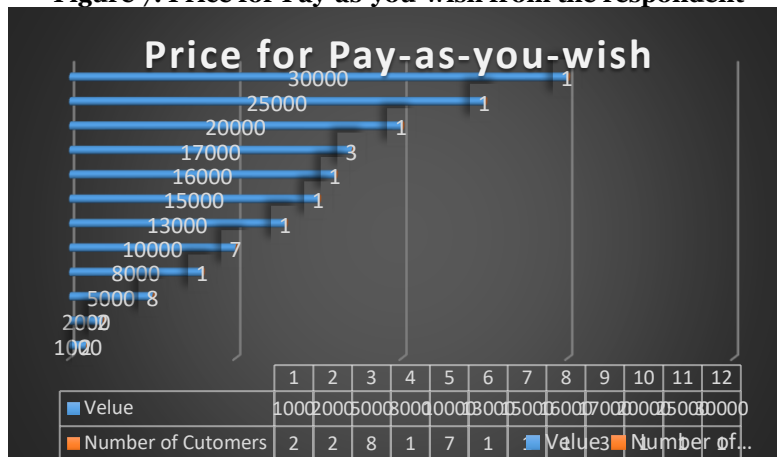
Source: Data Processed by Author (2021)

Therefore, from figure 6 above, the word of mouth marketing worked well here. As a peresult, 77% of customers knew the program from their friends. It showed AISAS from the stimuli until the customer purchased and shared them. As Sugiyama and Andree 2011 argue, AISAS is a model designed to effectively approach the target audience by observing changes in behavior that have occurred, especially those related to the background of advances in internet technology.

**Price for “Pay-as-you-wish” program**

Most customers paid wisely for the “Pay-as-you-wish” program based on the implementation. They gave the price, not into zero price as following figure chart below:

**Figure 7. Price for Pay-as-you-wish from the respondent**



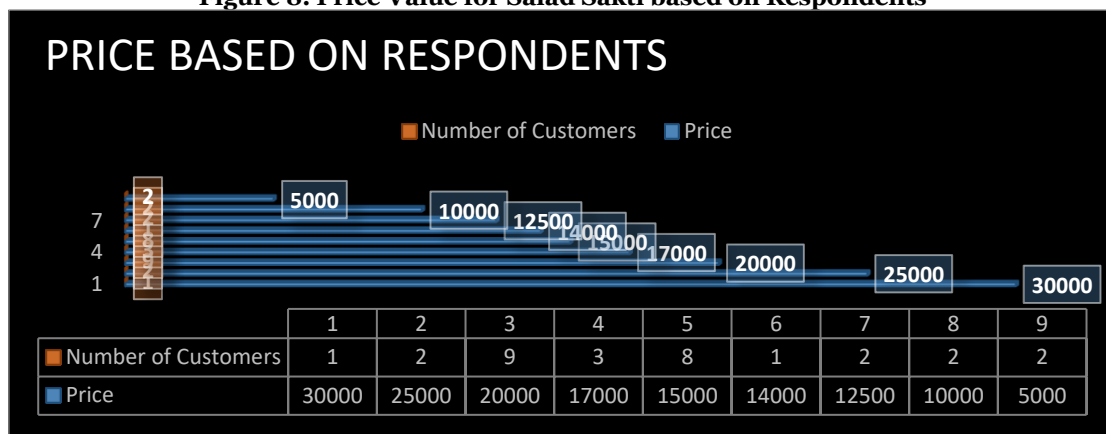
Source: Data Processed by Author (2021)

The chart figure above shows that the data from the customers who paid for the Pay-as-you-wish program is quite dynamic. On average most of them paid above Rp.10.000. The lowest price they paid was Rp.1000, and the highest one was Rp. 30.000, which means that customers are still willing to pay almost fair enough to judge the product's price. Moreover, they could spend with the zero price to get the product. According to the owner, the "Salad Sakti of Omnivour" product was just launched by Omnivour and was selected to be the "Pay-as-you-wish" product, especially for the mini size one. The price was set at Rp.17.000,-/ for the mini size ( 300ml).

However, three respondents have paid above Salad Sakti Mini Price Rp. 17.000, -, which means that the price wisely can be higher for certain people of this mini salad. According to those who paid above the average price, they thought the taste and healthy were their concern why they paid with those prices. While for those who paid under the average price, most of them are curious if they could spend as affordable as possible based on the "Pay-as-you-wish" program. Therefore, the "Pay-as-you-wish" program can be the strategy to determine the price for the new product. Besides, it can also be an excellent strategy to create curiosity for the audience as a marketing promotion to grab people's attention to come and buy. The "Pay-as-you-wish" program played someone's else perception in this case, as the audience should determine the price based on their perception. However, people will think if it can be overpriced or too cheap, it all depends on customers to decide their price.

According to Gerpott (2016), in his study, a Pay What You Want (PWYW) applies as a strategy to let their customers fix the prices because the buyer voluntarily pays for a product or service. This means that the seller agrees to accept any price even if the buyer pays for zero one. Kim et al. (2010) added "Pay-as-you-wish" as a new pricing mechanism classified as a participative pricing mechanism. The customer participates in the price-setting process by determining the price they want to pay. The seller should accept any price from the customer's offers. In fact, according to respondents, 12 of them agree that the price is above 17.000. it shows us the following chart below :

**Figure 8. Price Value for Salad Sakti based on Respondents**



Source: Data Processed by Author (2021)

The chart above showed that the lowest price, according to 2 of them, is Rp. 5000,-. However, most of them gave the price above Rp. 10.000,-. Meaning that the price of Salad Sakti for the mini size should be okay already based on the customer's point of view within Rp.15.000 to is

Rp.20.000-. The owner set the price as Rp.17.000, which should be fine already. Even if the owner wants to increase the price one day above the current price, it should be okay as some respondents agree with the price above Rp.20.000-.

## CONCLUSION

Based on the SOSTAC implementation above, it's clear that the program "Pay-as-you-wish" as a marketing communication strategy ran well and positively impacted the MSME brand, in this case, Omnivour. The results show that the specific menu sales ( salad Sakti ) increased significantly compared to before treatment. After treatment, the cup sold for November and in the middle of middle December sustained a higher number than before treatment. The salad Sakti menu shows happy results with the highest sales volume. Besides, "Pay-as-you-wish" programs showed promising results in terms of awareness and new customers acquisition. In general, the program pays as you wish made sales growth more than 30% during the program. However, "Pay-as-you-wish" is a good strategy for word-of-mouth marketing. 77% of customers knew the program from their friends, meaning that it was successfully made viral as people were willing to share it with others. Besides, the "Pay-as-you-wish" program played someone's else perception in this case, as the audience should determine the price based on their perception. However, people will think if it can be overpriced or too cheap, it all depends on customers to decide their price toward the product. Therefore, the "Pay-as-you-wish" program can be an excellent strategy to determine the price for the new product. Besides, it can also be a perfect strategy to create curiosity for the audience as a marketing promotion to grab people's attention to come and buy. Omnivour spent less budget than the previous month for the ads in a month, but the frequency ( number of people who clicked on the content) obtained was higher than in September. An endorsement might have a good impact on reaching the larger target market, especially for Omnivour. Using SOSTAC in elaborating the project was helpful enough, as it described detailly for every step in the project.

## Recommendations

Surprisingly, the result showed that most customers paid fairly for the menu salad Sakti, even some of them paid over from the price tag of salad Sakti. Therefore, the strategy might be good for pricing strategy for the new product as it can be determined based on the customer's justification insight. There must be the possibility the result could be higher if the budget could have risen. Besides, the recommendation from the owner of the program might be applied to another menu drink; therefore, it can be compared for the result between food and drink. The program can be tried in certain days for specific thematic campaign, such as independent's day, kartini day's and any thematic public holiday, therefore it would remain omnivour as the healthy catering food online. And it would be great if Omnivour can create the website in the near future, therefore it can reach wider target market, and build good reputation for Omnivour brand.

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