

Bumdesa Crisis Communication: A Case Study Of The Animal Feed Business During The Covid-19 Pandemic Crisis In Karang Anyer Village In Indonesia

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Bumdesa Crisis Communication: A Case Study Of The Animal Feed Business During The Covid-19 Pandemic Crisis In Karang Anyer Village In Indonesia

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Abstract

This research examines crisis communication strategies during the COVID-19 pandemic because understanding the communication process is very important for BUMDesa to manage Animal Feed Businesses before, during, and after a crisis. The problem detected during the research is that animal feed managers need to understand the working principles of crisis communication in the marketing field during the Covid-19 pandemic crisis. The effect of the promotion of animal feed resulted in: Sales progress, hampered management being hampered, the number increase of animal feed piled up and rotting product demand decreasing, and consumers' dissatisfaction with product quality. Constructivism paradigm is used with a qualitative method with a type of case study and purposive sampling is used to ensure quality and reliability. The result is useful in the field of communication science because it integrates qualitative methodologies for crisis communication through public relations in culinary tourism during the Covid-19 pandemic. BUMDesa actors as tourism public relations plan a strategy or business model in promoting products through understanding crisis communication for solutions to problems faced by animal feed and looking for loyal new market segments so that they have a positive effect on product promotion. The communication crisis was identified in the strategic planning and implementation by the manager, the director of BUMDesa, and the head of Karang Anyer Village. Then the promotion is through a crisis communication strategy, namely before, during, and post-crisis. Training on understanding effective crisis communication can help institutions to implement rapid responses, thus impacting the effective promotion and reputation of institutions.

Keywords:

Crisis Communication, Strategy, Promotion, Pandemic Covid 19.

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A. Introduction

Karang Anyer Village is one of the villages with the 3rd rank from the other villages in Beringin District, Deli Serdang Regency, North Sumatra Province to be precise. The village head's office address is on Jl. Pumpkin Beach, Karang Anyer, Kec. Beringin, Deli Serdang Regency, North Sumatra., The village has an area of approximately 114,638.79 Ha. Village-Owned Enterprises were established based on Law Number 6 of 2014 concerning Villages, as mandated in Chapter X stat that Villages can establish BUMDesa. BUMDes Berkah Jaya is currently experiencing problems in the business units that have been developed. The problems were found with BUMDesa (Village Owned Enterprises) actors when carrying out work programs that had been implemented and according to plan for approximately two years. In the field, the researchers found out that BUMDesa managers experienced problems when carrying out crisis communication activities in the field of marketing for goat feed production. It was assumed that the problem was caused by the ongoing Covid-19 pandemic crisis. Likewise, the Researcher assumes that the problem occurs because it is triggered by the low competence of the manager's goat feed. Animal feed products that were not successfully marketed, were triggered by the Covid-19 pandemic crisis. The effect is that the progress of the management of animal feed ingredients is hampered, and animal feed products are buried and rotting so the effect is that BUMDesa suffers losses. The BUMDesa Karang Anyer institution also suffers from production cost losses so it does not have ROI-Return on Investment. This problem starts with rising prices for basic materials, low product demand and delays in delivery of goods, dissatisfied consumers, raw animal feed ingredients that are difficult to obtain, non-profit buying and selling prices, and low understanding of crisis communication by BUMDesa actors that are, also experienced by other

institutions. This research specifically aims to examine the understanding of crisis communication during the Covid-19 pandemic crisis, especially in the business strategy techniques for promoting goat feed products carried out by BUMDesa managers as institutions that face promotion problems impacting sales of goat feed products and the reputation of the institution. The researchers hope that understanding crisis communication activities from the perspective of communication science can be a solution to help achieve business process continuity when information flows under a crisis such as an institution experiencing a disaster. Ideally, the concept of understanding crisis communication activities is more about protecting institutions from problems that arise. The specific urgency of the object to be examined focuses the Crisis Communication Model as a promotional business strategy carried out by BUMDesa business actors as a dialogue process between institutions and customers. The urgency of this research is as follows: First, there are indications of a crisis communication model in the business strategy of promoting goat feed products; second, the Availability of data and information can be used as material for evaluation of a crisis communication strategy model related to goat feed business and promotion; third, the final results of this research can be a crisis communication model in the implementation related to the development of educational tourism for goat farming and culinary tourism with goat menu branding by Berkah Jaya BUMDesa (Village-Owned Enterprises).

B. Discussion

The results from the field indicate that the BUMDesa Berkah Jaya in Karang Anyer Village is facing problems based on data from the field and social media as well as the results of the interview process with animal feed managers. It was found that the managers of BUMDesa Berkah Jaya did not understand the progress of activities and working principles of ideal crisis communication in the field of promotion or marketing of products that affected BUMDesa's reputation, especially in the promotion of animal feed, yielding the following results. First, the progress of managing animal feed ingredients was hampered. Second, animal feed products were piled up and rotting so that managers or business actors suffer losses. Third, the price of basic materials increased. Fourth, there was low demand for products and delays in the delivery of goods. Fifth, the basic ingredients for animal feed were difficult to obtain. All of these have resulted in consumers being dissatisfied with the service. The agency's marketing strategy can be carried out through pre-crisis, crisis, and post-crisis rapid responses according to the ideal model of crisis communication as displayed in table.

Table Model of Crisis Communication Activities in BUMDesa Berkah Jaya

Crisis Stage	Applications of Crisis Communications
Pre-Crisis (crisis Pandemic Covid-19)	The management of BUMDesa Berkah Jaya in Karang Anyer village did not understand crisis communication activities and planned to deal with crises such as the Covid19 pandemic for marketing strategies for animal feed products.
Crisis (crisis Pandemic Covid-19)	The management of BUMDesa Berkah Jaya experienced ambiguity when a crisis occurred because the crisis came suddenly and managers did not prepare a program during a crisis. Products piled up and the promotion process was ineffective so the products got rotted in the warehouse. Production stalled because the promotion strategy was not implemented.
Post-Crisis (crisis Pandemic Covid-19)	The BUMDesa manager is restoring the reputation and image of the institution. The strategy for the management of the Animal Feed BUMDesa is exchanging animal feed production by creating educational tourism destinations for goats.

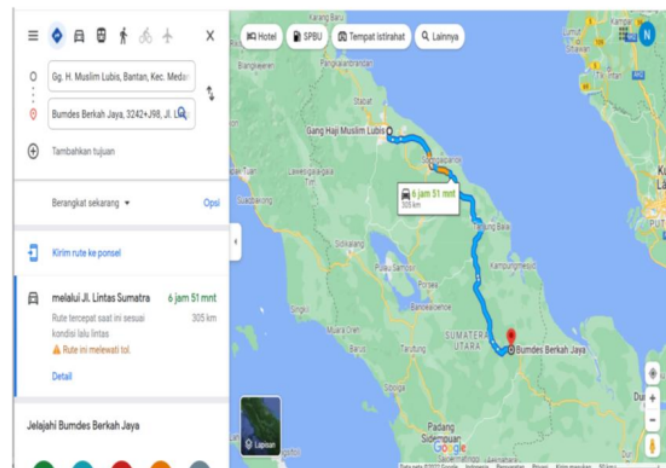


Figure Karang Anyer Village Research Locus, accessed on March 20, 2022

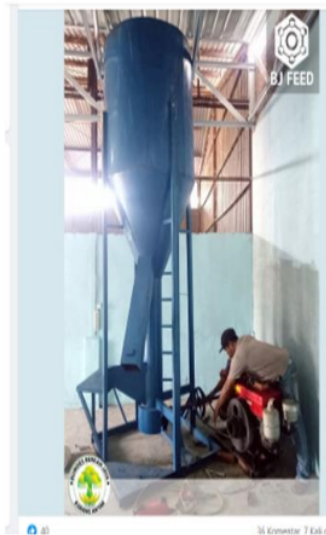
Figure : FB https://www.facebook.com/bjkaranga_nyar/reviews media pemasaran Pakan Ternak

Figure : Animal and Goat Feed Management Factory

It was found in this study that there is no concept or model for understanding crisis communication related to the Marketing Strategy for Goat Feed or for managing animal feed in the implementation of crisis communication for marketing and continuation of the Animal Feed business, the impact of which is currently the accumulation of spoiled products because they have not been sold, so that they can sell at a high level of sales which affects the financial welfare of the Karang Anyer village community. The results of the concept or model can contribute to the development of the field of Communication Studies, especially in the study of understanding Crisis Communication related to Business Promotion Strategies. The benefits for business actors, the community, and the development of Karang Anyer Village are related to the Marketing Strategy for Animal Feed Products. In addition, the concepts and models of Crisis Communication Marketing Strategy can also provide understanding and enrichment for animal feed management practitioners, including marketing strategies in rural areas.

Table The Crisis Communication Strategy Model according to Coombs, 2017: 24 (Amali 2019).

Primary Crisis Response Strategy	
Rejection (Deny)	➤ Attack the accuser: PR who accuses the organization of being guilty. ➤ Denial: PR refuses to mention a crisis. ➤ Scapegoat (scapegoating): PR blames other parties outside the organization for the crisis.
Reduction (Diminish)	➤ Excuse: PR minimizes organizational responsibility by denying that it is impossible for the organization to intentionally cause a crisis or for a crisis to occur outside of the organization's control. ➤ Justification: PR minimizes the perception of damage from a crisis
Rebuild Justification	➤ Compensation: PR provides assistance to victims in the form of money or other gifts ➤ Apology: PR openly takes responsibility for the crisis and apologizes to the public.
Secondary Crisis Response Strategy	
Reinforcement (Bolstering)	➤ Reminder: PR informs stakeholders or the public about the achievements of the organization
Reminder	➤ Praise (ingratiation): PR praise and thank

The crisis response strategy that is considered the safest is the strategy of rebuilding and reputation assurance. The first principle in crisis communication activities is to prioritize the interests of the public or stakeholders¹ Strengthening (bolstering) is considered a secondary strategy that should not be used alone. This strategy involves efforts to praise those who have helped in a crisis or to remind managers of the achievements of the institution. If implemented concurrently with a rebuild strategy, a bolstering strategy will create a positive perception of the organization². Guides on how the above strategies on crisis responsibility include: 1. providing and adjusting information about a little crisis responsibility (victim cluster), as well as the effect on the initial neutral or positive relationship reputation; 2. the victim-age strategy that can be applied as a response to workplace violence, product defects, natural disasters, and rumors; 3. diminishing strategies that should be applied to crises, there is a history of crises, mitigating strategies to be applied in a crisis, it is detected that there is a history of crisis in the institution, and/or that the crisis has an effect on the initial neutral or positive relationship reputation 4. diminishing strategies that should be applied to crises that result in weak crisis responsibilities (accidental clusters); 5. rebuilding strategies that should be applied to crises producing

¹ Kriyantono, Rachmat. 2015. "Public Relations and Corporate Social Responsibility in Mandatory Approach Era in Indonesia." *Procedia - Social and Behavioral Sciences* 211 (September):320–27. doi: 10.1016/j.sbspro.2015.11.041

² Claey, An-so, and W. Timothy Coombs. 2019. "Organizational Crisis Communication : Suboptimal Crisis Response Selection Decisions and Behavioral Economics." 00(2015):1–20. doi: 10.1093/ct/qtz002.

weak attributions of crisis responsibilities (accidental clusters); 6. the rebuilding strategy that should be applied to crises resulting in strong attributions of crisis responsibility (intentional clusters), regardless of crisis history and the reputation of the initial relationship; 7. the possibility of denial strategy that should be applied to crises such as rumors and accusations; and 8. public relations that must maintain consistency in using crisis response strategies. It should be noted that if public relations combine a denial strategy with a diminishing or rebuilding strategy, the effectiveness of the entire crisis response will decrease. The researchers analyzed the Crisis Communication model produced in the field and the results of citations from crisis communication experts from Theory SCCT Coombs so that an ideal model of crisis communication for the Berkah Jaya BUMDesa institution can be proposed.

Table Crisis Communication Model for Ideal Promotion

Crisis Communication Strategy Model for Promotion	
Pre-Crisis (crisis Pandemic Covid-19)	The ideal strategy for a crisis communication model is planned and implemented, pre-crisis (pre-crisis) crisis communication activities for institutional managers can anticipate and understand crisis communication strategy activities, more precisely planning programs for activities during a crisis not before the crisis (crisis anticipation).
Crisis (crisis Pandemic Covid-19)	Ideally, when a crisis occurs, the institution already has a program that can be implemented as a solution for marketing that does not match the target market and generate sales that have been agreed upon by market segmentation. Promotion techniques through social media such as Facebook, Instagram, WhatsApp, Tiktok, and others should be conducted.
Post-Crisis (crisis Pandemic Covid-19)	Promotional programs are carried out after the crisis through offline and online promotions using social media. Promotional tools to be implemented are discounts, vouchers, flash sales, special offers from partners, and trade show activities. A collaboration promotion strategy with Lazada Indonesia online shop through online media electronic websites (e-commerce) can be carried out.

The ideal Crisis Communication Model will be suggested to the Director of BUMDesa as the manager of promotion. The researcher takes a perspective on the term crisis communication using theory, or Situational Crisis Communication Theory initiated by Timothy W. Coombs. Situational Crisis Communication Theory argues that the process of collecting data within an institution during a crisis can help build and overcome reputation when an institution is hit by a crisis as a stage of crisis communication³ When an institution experiences a crisis, the main solution is to collect data internally, especially in crisis communication activities that are considered to be more complex in the digital era. Crisis management is considered not effective enough if the use of the internet is in every element of the crisis⁴. The Internet has dramatically changed the way to respond to a crisis. Collected internal data files can be assumed as a crisis solution. Crisis communication is an extensive and somewhat fragmented literature. In the future, it will mostly be based on practical applications intended to guide organizational leaders⁵. The communication crisis was formed from the media so that the public was aware of the problems that occurred, and the institution could not remain silent because it had started to harm. Crisis communication related to the livestock feed promotion business strategy is in the formation of collecting data, processing and disseminating recorded data as material for crisis response

³ Faustyna. 2020a. "Coordination of Communication Crisis Model 1." *Indonesian Journal of Education, Social Sciences and Research (IJESSR) Vol. 1, No. 2*, September 2020, Pp. 79-86 ISSN: 1(2):79-86.

⁴ Salma, Aqida Nuril. 2018. "Strategi Komunikasi Krisis Pada Era Digital: Penggunaan Internet Dari Sebelum Hingga Sesudah Krisis." *Jurnal Penelitian Pers dan Komunikasi Pembangunan* 22(1):19-36. doi: 10.46426/jp2kp.v22i1.71.

⁵ Faustyna. 2020b. "Komunikasi Krisis Dinas Pariwisata Medan (Studi Kasus Mengenai Komunikasi Krisis Atas Pemberitaan Negatif Media Online Pada Ikon Wisata Kuliner 'Merdeka Walk', Kota Medan, Sumatera Utara." Universitas Padjadjaran.

solutions. The leaders are responsible to carry out a dialogue communication to strengthen crisis communication using social media (Plessis 2018). The strategy as a reference used in this research is discussed and produced in the field. Strategy can be understood as a unique technique or way to solve a problem or obstacle. Crisis handling needs to be done carefully, not only through the aspect of facilities and infrastructure but also through strategic communication⁶. This also relates to an important strategy for companies to monitor social media, blogs, and websites. Social media strategy can be used as one of the toolkits used in the Public Relations communication strategy in communicating with the public. The SCCT theory formulates two categories in responding to crises, namely **primary crisis response strategies and secondary crisis response strategies** (W. Timothy Coombs and Holladay 2009). The primary response strategy is divided into three groups: (1) denial, trying not to associate the organization with the crisis (2) diminishing, trying to strengthen the view that the organization has a low responsibility for the crisis, and (3) rebuilding, trying to create positive information related to the organization. The animal feed product business is socialized by promoting it using online media or in person. Business according to social media is "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and which enable the creation and exchange of user-generated content". Some examples of social media that are currently developing our Instagram, Twitter, Line, Facebook, YouTube, and others. Business communication is communication used in the business world that includes various forms of communication, both verbal and nonverbal communication to achieve certain goals⁷. The Animal Feed Product Business was affected by the Pandemic Covid-19 crisis. In terms of crisis communication related to business, it has not been effective. However, currently, around 60% of businesses, including those in Indonesia, have been hit by the COVID-19 pandemic, and their business has stopped. Promotion is a method for sales as a marketing activity that tries to stimulate the action of buying a product quickly or making purchases in a short time. This activity includes understanding how a site can make visitors come back. Sales promotion tools consist of discounts, vouchers, special offers from partners, flash sales, and trade shows. Promotion is an effort to improve the ability of the community through learning from, by, for, and with the community so that they can help themselves⁸. Promotion is carried out by employing communication through the online media website lazada.co.id. The website can be used for consumer interaction processes and electronic promotions, a manager uses the website and designs the website effectively so that it is easy for consumers to use it. Managers must also have an email and use it to disseminate product promotion information, also carry out online promotions through websites, can also collaborate using lazada.co.id services. Promotional activities through online media websites are carried out in electronic commerce. These activities include the initial stages of planning, implementation, and the final stage of evaluation. Sales promotion tools used include discounts, promotion tools, vouchers, flash sales, special offers from partners, and trade fairs. As an example, the sales promotion strategy carried out by Lazada Indonesia through online website media is the main sales promotion tool used by Lazada Indonesia in conducting electronic commerce (e-commerce). The Covid19 pandemic is a crisis that triggers promotional problems for goods feed products at Bumdesa Berkah Jaya in Karang Anyer Village. The Covid19 Pandemic Crisis as Evidence shows that in times of global crises like COVID-19, crisis communication can, cost-effectively, address a wide range of issues⁹. Crisis communication refers to "collecting, processing, and disseminating information needed to deal with crisis situations. The disease outbreak occurred in 2019, hence the name Coronavirus disease 2019, abbreviated as COVID-19). It is spread all over the world. This disease is caused by

⁶ Purworini, Dian, and Dini Pumamasari Desy Puji Hartuti. 2019. "Crisis Communication in a Natural Disaster: A Chaos Theory Approach." 35(2):35-48

⁷ Praditya, Alvin. 2019. "Pengaruh Media Sosial Dan Komunikasi Bisnis Terhadap Perkembangan Bisnis Online Shop." *JURNAL SeMaRaK* 2(1). doi: 10.32493/smk.v2i1.2664.

⁸ Leonita, Emy, and Nizwardi Jalinus. 2018. "The Role of Social Media in Health Promotion Efforts: A Literature Review (Peran Media Sosial Dalam Upaya Promosi Kesehatan: Tinjauan Literatur)." *Invotek: Jurnal Ilmiah Vokasional Dan Teknologi* 18(2):25-34.

⁹ Su, Zhaohui, Dean McDonnell, Jun Wen, Metin Kozak, Jaffar Abbas, Sabina Šegalo, Xiaoshan Li, Junaid Ahmad, Ali Cheshmehzangi, Yuyang Cai, Ling Yang, and Yu Tao Xiang. 2021. "Mental Health Consequences of COVID-19 Media Coverage: The Need for Effective Crisis Communication Practices." *Globalization and Health* 17(1):1-8. doi: 10.1186/s12992-020-00654-4

Corona A new type of virus named SARS-COV- COVID-19 Wuhan City, Hubei Province, China, on December 1 2019, and was declared a pandemic by the World Health Organization (WHO) on March 11 2020. Until November 14, 2020, more of 53,281,350 cases have been reported in more than 219 countries and regions worldwide, resulting in more than 1,301,021 people dying and more than 34,394,214 people recovering. The Covid-19 pandemic in the world has had an impact on various sectors, including the culinary sector. Many culinary businessmen and restaurant owners in the world have been forced to temporarily close their businesses, and not a few have gone bankrupt. The coronavirus outbreak has resulted in a decrease in income for those in the culinary industry

c. Main Headings of Manuscripts

Researchers used qualitative methods with constructivism paradigm with case studies and purposive sampling was used to ensure quality and reliability. The results are useful in the field of communication science because it integrates a qualitative methodology for crisis communication through public relations in culinary tourism during the Covid-19 pandemic.

Yin manages to link theory and practice by presenting the breadth of case study research and its historical significance at a practical level. It is Yin's view that, when "the process has been given careful attention, the potential result is the production of a high-quality case study" (p. 199). Researcher uses interview steps using a case study: 1) the researcher determines the objectives of interview to be achieved with the informants. 2) Identification of suitable sources for interviews, appropriate sources are people who have experience or knowledge relevant to issues discussed in the case study. 3) the researcher plans the interview by determining a convenient time and place for the interviewee. 4) The conversation is recorded by the researcher using a voice recorder or camera. 5) The researcher prepares questions and prepares a draft of the questions that will be asked during the interview to obtain relevant and useful information for studying the case. 6) The next researcher ensures permission from the source before recording and provides assurance that the interview will be handled confidentially. 7) Researchers carry out data analysis after completing the interview, by recording and sorting the information obtained from the interview to facilitate analysis and drawing conclusions. And then the researcher made a report on the results of the interviews and data analysis. The report must include the purpose of the interview, the sources interviewed, the questions asked, and the conclusions drawn from the results of the analysis. Evaluation of results Evaluate the results of the report and use the information obtained to develop relevant and useful solutions or recommendations for the case study. Ensure that the resulting solutions or recommendations are in accordance with the purpose of the case study and can be applied to the problem being discussed. Qualitative case study methodology provides tools for researchers to study complex phenomena within their contexts. When the approach is applied correctly, it becomes a valuable method for health science research to develop theory, evaluate programs, and develop interventions. The purpose of this paper is to guide novice researchers in identifying the key elements for designing and implementing qualitative case study research projects.

An overview of the types of case study designs is provided along with general recommendations for writing the research questions, developing propositions, determining the "case" under study, binding the and a discussion of data sources and triangulation. To facilitate the application of these principles, clear examples of research questions, study proposals and the different types of case study designs are provided. Data from the case study can come from interviews, and/or analysis of documents, such as reports, observations, personal notes, diaries, biographies, reports, or information from sources (Klüsse 2018). Researchers conducted research by collecting data from documents and social media related to cases of unsold products obtained from various media and information from informants. Existing documents were analyzed and categorized into crisis response strategies in the SCCT Theory. In its application, case studies can be carried out in research on the

development of something, they can also provide an overview of the existing situation. The researchers included primary data³⁶ based on the SCCT (Situational Crisis Communication Theory) theory, a theory initiated by W.T. Coombs and Holladay S.J. This theory is used to explain public reactions to crises and the reputations of an organization. This theory also provides a useful framework for understanding way⁵ to maximize reputation protection when conducting crisis communications. The basis for SCCT can be found through Attribution Theory, which states that the public always looks for causes, or makes attributions, for various events, especially if the event is highly negative or unexpected (Faustyna 2017). Field observations and meetings with Bumdesa BUMDesa actors and managers operating in Karang Anyer Village preceded a systematic data collection process using semi-structured qualitative interviews and a case study analysis¹⁰. Strategi Recruitment dan Sampling Interviews were conducted in 2021 and 2022, two years after the covid19 crisis and the buildup of animal feed products in a rotting state at BUMDesa Karanganyer Village. We interviewed BUMDesa managers, village heads, and animal feed business actors in Karang Anyer Village, to obtain general information about the promotion and management of animal feed products that failed to sell during the Covid 19 pandemic crisis in Karang Anyer Village. The first contact was made with the BUMDesa director who was also a product manager for Goat Feed from Karang Anyer Village. The Director of BUMDesa Karang Anyer, Mr. Iwan, carried out a promotion with the help of the Karang Anyer village head. The sampling technique used was a purposive sampling model, namely: sampling determined following the objectives of the research study by fulfilling the three determined provisions. The researcher interviewed the first informant, namely the Director of BUMDesa and village officials including the village head, the two informants interviewed were people who were running a goat feed business in Karang Anyer Village. Of all the informants, then taken eleven community members who live in Karang Anyer village were selected. Ten out of eleven people contacted agreed to be interviewed. Names of informants were provided but their backgrounds were not disclosed. For case study analysis, data were obtained from all these informants, eleven members of the community who lived in Karang Anyer village were taken. Ten of the eleven people contacted agreed to be interviewed. The names of the informants were given but their backgrounds were not disclosed. For case study analysis, data was obtained from informants that the BUMDesa Manager, the community, and the village head did not understand the crisis communication strategy in the business of marketing animal feed products during the Covid-19 pandemic crisis, and were also not effective in managing promotional issues so²³ that it had an impact on selling goat feed products, and also impact the reputation. Data collection Semi-structured face-to-face interviews were conducted to assess the understanding and skills of animal feed managers. This allows for a flexible yet detailed investigation of the problem. The developed interview guide was organized into different thematic sections and adapted to new findings after each interview. The final number of participants was reached when repeated answers indicated data saturation after ten interview processes. The interviews were conducted by three lecturers and were assisted by three students. The interviews took place in Karang Anyer village, in the village head's office, and in the village head's yard to ensure a relaxed and intimate dialogue. They were recorded and photographed. In addition to the data collected in interviews, observational data were collected during several visits to the village, including the researchers' participation in various informal and formal meetings in Karang Anyer

¹⁰ Faustyna, Lukiati Komala. 2017. ²⁹ Kegiatan Public Relations Untuk Meningkatkan Wisatawan Domestik Di Kota Medan." Pp. 147–55 in ¹³ *Komunikasi Dan Budaya Di Tengah Pusaran Media Dan Teknologi Informasi*, edited by M. J. N. Dr. Jenny Ratna Suminar, M.Si., Dr. Evi Novianti, M.Si Irdan Hildansyah, A. Y. Erwin Kustiman, Moch. Amien Syifaa Achwan Noorlistyo, Affan Neskisyah Ardiansah, and Y. C. M. Zaky Rakhmat. Bandung: Pascasarjana Ilmu Komunikasi Universitas Padjadjaran.

village, Deliserdang district, during the candidacy for the head of Karang Anyer village. In addition to the field notes from these observations, we saw the operation of making animal feed in the village location and also taken from social media under the name of the BUMDesa Karang Anyer BUMDesa, on the Facebook application and documented in the form of photos.

a. **Conclusion**

The research aims to investigate the understanding of the promotion of crisis communication strategies during the Covid-19 pandemic because it is considered very important for Village Owned Enterprises by the director of BUMDesa for the promotion of Animal Feed products and the reputation of the institution. The results show that the crisis communication strategy is not just a meaningless program but the crisis response before the crisis, the response during the crisis, and the response after the crisis from the crisis communication strategy can be used for product promotion and the recovery of institutional reputation. Efforts to understand crisis communication strategies are required to solve problems and create programs to make the public aware. Supporting goals are for improvement and communicating and motivating managers to carry out livestock feed promotion strategies resulting in increasing reputation, expediting production and sales, and increasing the income of the people of Karang Anyer Village. Product promotion is carried out by understanding the stages of crisis communication activities by the livestock feed manager from BUMDesa Berkah Jaya led by Mr. Iwan as the director. An understanding of an effective crisis communication strategy should be understood by every manager so that the product marketing of the institution can be promoted effectively. This can help institutions to implement quick responses so that it has an impact on the business results of goat feed products in Karang Anyer Village. In addition, the researcher can show that from the results of this study a BUMDesa Manager who promotes his product is more dominant using online media, therefore this was initiated by the head of the institution who provided input so as to increase competence related to crisis communication strategies in understanding promotion through early digital promotion.

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