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Warung Segar's Digital Branding Strategy in Growing Interest in Online Groceries Shopping

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Abstract
The COVID-19 pandemic has a significant impact on the survival of startup business units. Startups are required to design brilliant strategies to survive. One of the strategies that startups can do is the digital branding process, which allows startups to have a strong position in the market. This study of *Warung Segar's* branding strategy in Growing Interest in Groceries Shopping Online uses qualitative methods and a case study approach. Qualitative research looks at the ideas, observations, opinions, and beliefs of the people studied. The purpose of the study is to find out how the technology, elements, processes and operations of Startup *Warung Segar* do digital branding in order to grow the interest of Groceries Shopping Online. The results of the study provide results that *Warung Segar* which has used Digital Branding can survive and is able to boost sales with a market oriented branding approach, *Warung Segar* has an understanding of the urgency of internal branding as a manifestation of the Spirit of Goodness which is based on integration and comprehensive treatment of the brand.
Keywords: Local Startups, Communication Strategy, Digital Branding, Growing Interest, Groceries Shopping

Introduction

According to Presidential Regulation No. 74 of 2017 on the Road Map of the National Electronic-Based Trade System (Road Map E-commerce), startup businesses have high economic potential for Indonesia and are one of the backbones of the national economy. Formally, startups are only synonymous with small companies that have innovative ideas. Steve G. Blank, an expert in the field of entrepreneurship, states that a startup is a temporary organization that is formed with the aim of finding a repeatable and scalable business model (Saputra, 2015).
Startups play an important role in the country's economic growth. Based on the Mapping and Database of Start Up Indonesia by the Creative Economy Agency (Bekraf) in 2018, it states that start-ups have penetrated into the regions. The highest start-up growth in the Sumatra Region is in Pekanbaru City. Currently, start-ups that are actively operating in Pekanbaru City as reported by Kata Data publication in 2021 amount to 38 start-ups from various fields.

Pekanbaru is a metropolitan city in the Sumatra Region, with its own characteristics. Based on economic data, the Central Bureau of Statistics (BPS) of Riau Province states that Pekanbaru is the city with the 5th largest economy in Indonesia with the largest GRDP outside Java Island with a GRDP value in 2022

of 991.59 trillion rupiah. The main sector driving the Pekanbaru city economy is trade.

Warung Segar is a technology startup in agriculture that has been established since 2019 in Pekanbaru City. This startup is used as a role model for other startup founders in Pekanbaru City because of its achievements, until now *Warung Segar* Startup has won several prestigious awards defeating similar startups. *Warung Segar* grew and developed in the midst of the Covid-19 Pandemic crisis. The pandemic situation that is dangerous for people to interact in public spaces and regulations from the government have resulted in changes in the way of shopping. The people of Pekanbaru City began to switch to online shopping to fulfill household needs.

Currently, *Warung Segar* is the only agricultural Start-up that is still active in Pekanbaru City. At first, there were several competitors with the same role, competitors in the form of similar Startups, including *Anta Pasa, Sang Tani, Sayur Siap Antar, Keranjang Dapur, Sayur Segar*. However, this competitor activity did not last long. *Warung Segar* is still at the forefront as Pekanbaru's local online groceries e-commerce startup due to the uniqueness and creativity of the business as the only e-commerce platform active in Pekanbaru City that utilizes digital technology to connect agricultural products directly with consumers.

Departing from this problem, Startup *Warung Segar* is making efforts to compete after the COVID-19 pandemic to foster interest in Groceries Shopping Online. Among the things that are done are digital branding steps.

Departing from the description of *Warung Segar*, this study aims to understand the digital branding strategy at Startup *Warung Segar* after the COVID-19 pandemic and the role of digital media in Startup branding.

Theoretical Framework
Branding & Brand Building
Companies must develop brand elements and associations in order to build a strong network for all relationships, (Keller et al., 2008). Startups must first focus on the basic elements that matter. This basis will create a visual identity as a differentiator, this must be the focus in order to position the company correctly in the market and can develop a certain reputation for the company (Farhana, 2012).

The basic elements of a brand certainly have different functions, so develop various elements for the brand (Keller et al., 2008). Active in the construction of customer-centric brand equity that feels (Kotler, 2000). Firstly, the elements are easy to remember, easy to pronounce and easy to recognise; Secondly it must be relevant and finally liked by the customer, the customer must get the value that the brand is cool, interesting, and fun (Kotler, 2000). It is a big homework for startups to build all these elements with the limited resources they have.

Startups & Online Groceries Shopping
Eric Ries (2011) defines startups and entrepreneurs, where a startup is an institution created to create new and innovative products or services in a condition of high uncertainty. An entrepreneur is a person who creates a new product or service under conditions of high uncertainty regardless of whether he or she is self-employed, working for a for-profit company or a non-profit organization (Saputra, 2015).

Startups are very important and strategic to anticipate the economy in the future, especially to strengthen the structure of the national economy SME Law No. 2008 IV Chapter 6. The existence of an economic crisis such as the current situation has a significant impact on national, economic and political stability, the impact of which weakens the operations of large companies, while Startups can relatively continue their operations.

Online shopping experience (Arifin, 2016) means that someone has experienced, lived, and felt shopping at an online shop. Online grocery shopping is a self-service system that is used as an effort to gain access to customers and facilitate purchases and sales (Sreeram et al., 2017).

The service provides several advantages for consumers including reducing physical and mental effort, saving shopping time, and facilitating grocery information at any time. For households, grocery shopping especially vegetables is almost a daily necessity, which encourages many consumers to make online grocery purchases. Moreover, the online shopping experience for groceries is fundamentally different from other forms of online shopping due to durability, product variability and frequency of shopping (Mortimer et al., 2016).

Grocery shopping has become a routine for people, especially housewives. While the freshness and quality of products can be ensured online, consumers also have to bear the risk that the purchased products may deteriorate before delivery (Mortimer et al., 2016).

Building Digital Brand with Interactive Communication Marketing

Companies have the goal of communicating with optimal in order to build a brand but with digital media. The best way with activities carried out in the digital/online space. Why is that, because if you want to reach the current market that has spread to the digital world, you have to follow the habit of the people in it.

The use of online media by young, high-income, and educated people has surpassed TV consumption from the old days in 2002. In the future, advertising distributed through online media will grow rapidly, through a combination of moving images, sound and interactive features (Acohido, 2004).

Forming a Branding Strategy

Branding in the digital world is different in practice from the real world so it requires a certain focus to understand the differences and determine the best steps that can be taken. With the development of digital media, the branding process is no longer two-way but many-way, overlapping, very complex and more difficult to manage, because companies and consumers have a great opportunity to be in conversation, content creation and sharing, and interact with each other (Hennig-Thurau et al., 2010).

Companies today with digital media are no longer able to control the information released, because of the many sources of information (Hennig-Thurau et al., 2010). Digital media, especially social media, requires authentic storytelling and not just sending marketing messages (Fournier & Avery, 2015). The importance of consistent branding and authenticity is also a concern of the i-brand model (Chernatony & Christodoulides, 2004).

The presence of new media requires corporations to be able to communicate optimally with audiences by being more open and prioritizing honesty (Jones et al., 2009). Because if there is a difference in image and identity, it will become a threat (Nandan, 2005). Nowadays, companies need to understand that brand is something that is shaped, but at the same time it is also built on stakeholders. Brand models such as the Stakeholder Model for Brand Equity (Adamson et al., 2005) recognize the complexity of brand image forms and state associations are important for brand equity.

Developing a Digital Branding Strategy

A digital brand strategy forms the basis of brand management and creates brand equity. This strategy shows that the brand is formed directly between the brand and stakeholders, including internal and external stakeholder relationships, in networks and also through topics connected to the brand. Therefore, branding consists of three factors:

Conveying the brand internally (brand internally), conveying the brand externally (brand externally) and positioning in appropriate discussions (Lipiäinen & Karjaluoto, 2015). The corporate externals are complex and divided into fragments, so institutions should manage perceptions with a unified image projection, by investing consistently in the internal (Baumgarth, 2010).

Internal branding means maintaining the perception of the brand. The brand should shine like a beacon throughout the organization, shedding light on every component. External branding focuses on continuous brand sales to external stakeholders such as suppliers, customers, investors, media, and the public. It is necessary to analyze the most important stakeholders in this multi-factor association in order to easily know the priority relationships and transactional nature of them (Adamson et al., 2005).

Material and Methodology

The research was conducted using a qualitative method with a case study approach. Bogdan & Taylor explained, qualitative methods are research procedures that produce descriptive data in the form of written or spoken words from people and behaviours that can be observed (Moleong, 2012). Through qualitative research, researchers will conduct field research by looking at the digital branding strategy carried out by Startup *Warung Segar*.

While the case study approach, which is an exploration of a bounded system or a case over time through in-depth data collection and involving various sources of information (Kusmarni, 2012), with this approach researchers can describe all Digital Branding Startup *Warung Segar* activities in Growing

Interest in Groceries Shopping Online in detail and in depth.

The technique of determining key informants used through purposive sampling. Purposive sampling is a sampling technique that considers certain things in sampling made based on research objectives (Kriyantono, 2007). Informants were selected based on their capability to answer the researcher's questions regarding the marketing public relations strategy at *Warung Segar* Startup. Capability is determined by researchers and recommendations from informants from the length of time working in the organization and involved in the implementation of marketing public relations strategies.

Result and Discussion

The presence of the *Warung Segar* application platform is based on the concern of a group of young people in Pekanbaru City initiated by Rio Gusti for the fate of farmers. The conditions found are that farmers who should get a prosperous life because they have produced food needs. But in reality, the farmers have limited sales channels so that they are only used as objects to enrich themselves by the collectors of agricultural products.

The findings in the field by the *Warung Segar* Team, that so far the process of supplying agricultural products goes through six stages, starting from farmers then collectors then suppliers continued to middlemen then taken to the market and sold by the last retailer then reached the hands of consumers. The long process of supplying agricultural products to consumers has caused collectors to reduce the purchase price to farmers to a very low level in order to maintain the stability of market prices, resulting in a decline in farmers' welfare.
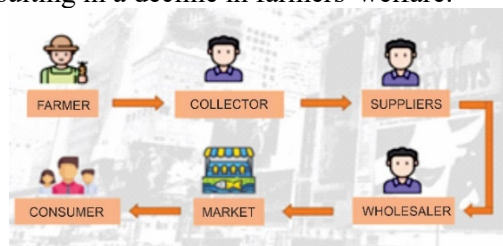
Figure 1. Six Stages of the Agricultural Product Supply Process
Source: Research Document

Facing this condition, Rio Gusti together with two colleagues, created an innovation, e-commerce technology named *Warung Segar* which became a link between farmers and

consumers with the ability to cut the supply chain of food needs by 75%, which originally consisted of six stages with the presence of E-commerce *Warung Segar* currently the process of supplying agricultural products into three stages only, in this case *Warung Segar* is a solution for farmers so as to improve the welfare of farmers.

Figure 2. Three Stages of the Agricultural Product Supply Process
Source: Research Document

The *Warung Segar* Application Platform, which has been present since 2019, stands with farmers to open a way of convenience through one application by breaking a very long supply chain to be more effective. So that farmers get a high purchase price because they don't have to go through collectors, suppliers, and middlemen, and the selling price of products to the Warung Segar Team can be set by farmers properly, and the selling price of *Warung Segar* can still compete in the market.

The development of *Warung Segar* in the midst of the Covid-19 pandemic crisis situation, which is feared to experience a decline, is the opposite with skyrocketing progress, a pandemic situation that is dangerous for people to interact in public spaces such as markets has resulted in changes in the way of shopping. The people of Pekanbaru City began to switch to online shopping to fulfil household needs, marked by an increase in the number of downloads of *Warung Segar* Mobile Apps through the Google Play Store.

Based on data from *Warung Segar* in June 2023, it was recorded that more than 16,200 users downloaded the *Warung Segar* mobile application, active consumers reached 7000 people, monthly visits to the *Warung Segar* mobile application were 13,000 times, access sessions to the official *Warung Segar* website page (https://warungsegar.id/) reached a total of 700,000 sessions, and more than 9000 followers on the Official *Warung Segar* Instagram Account @warungsegar.id. In addition, reflecting on the development of

Warung Segar in 2023, it was noted that *Warung Segar's* customer assets data was able to achieve 55% repeat orders from consumers, with an average number of transactions per month reaching 1500 transactions, with a nominal one-time transaction of Rp 230,000.

The progress of *Warung Segar* cannot be separated from good networking with 720 Farmers Partners consisting of 12 Farmer Group Associations *(Gapoktan)* spread from Riau Province to West Sumatra Province, including *Gapoktan Indah*, a vegetable and fruit provider from Pekanbaru City consisting of 70 farmers, *Gapoktan Usaha Makmur*, a rice/grain provider from Siak Regency consisting of 36 farmers, *Gapoktan Mutiara Indah*, a beef provider from Siak Regency who takes care of 250 cows, *Gapoktan Siban Jaya*, a tuber plant provider from Pekanbaru City consisting of 57 farmers*, Gapoktan Cagar* providing chillies and horticulture from Kampar District consisting of 41 farmers, *Gapoktan Graha Pratama* Fish providing freshwater fish from Kampar District consisting of 51 farmers, *Gapoktan Sukses Bersama* providing goats and sheep from Siak and Taluk Kuantan Districts, Kuantan Singingi Regency, consisting of 42 farmers, *Gapoktan Generasi Mandiri* providing shrimp, shellfish, and sea fish from Bengkalis Regency consisting of 65 fishermen, *Gapoktan Usaha Bersama* providing vegetables from Baso, Agam Regency, West Sumatra consisting of 40 farmers, *Gapoktan Maju Mandiri* provides vegetables from Alahan Panjang, Solok Regency, West Sumatra consisting of 20 farmers, *Gapoktan Danau Jernih* provides freshwater fish from Maninjau Lake, Agam Regency, West Sumatra consisting of 24 farmers, and *Gapoktan Siluang Jaya* as a rice provider from 50 Kota Regency, West Sumatra.

Figure 3. Farmers Partners *Warung Segar*
Source: Research Document

To build relationships between brands and customers, *Warung Segar* starts by mediating the most important keywords, namely "fulfil kitchen needs in just 1 application". Anyone who hears the word "online vegetable" automatically thinks of *Warung Segar*. For digital content, *Warung Segar* puts forward content that contains complete fresh products including the products offered by *Warung Segar* are devoted to fulfilling food needs that are consumed every day including 71 types of fish and livestock products, 30 types of fruits, 63 types of vegetables, 14 types of frozen food, 54 types of herbs and spices, 70 types of instant spices and flavourings, rice and grains, noodles and spaghetti, various wholesale products, various variants of crackers and saving packages of ready-to-process raw materials such as *lodeh* vegetable packages, tamarind vegetables, anchovy sauce, *cah kale* meatballs and others.

Slowly, competitors emerged in the form of similar startups, including *AntaPasa, Sang Tani, Sayur Siap Antar, Keranjang Dapur, Sayur Segar*. However, this competitor activity did not last long. *Warung Segar* is still at the forefront as Pekanbaru's local online groceries e-commerce startup due to the uniqueness and creativity of the business as the only e-commerce platform active in Pekanbaru City that utilizes digital technology to connect agricultural products directly with consumers, besides that *Warung Segar* has more value with its ability to provide a social impact of 20% to the environment.

The social impacts provided by *Warung Segar* include: (1) social contribution and benefit to the surrounding environment, community, and region in the form of the presence of the *Warung Segar* platform can make it easier for Farmers and MSMEs to market their products directly to consumers without going through long distribution channels which have an impact on lowering product prices and quality; (2)Food price stabilization, with a shorter market reach, it can have an impact on savings on distribution costs so that it is hoped that the price of basic products can be stable; (3)Digital Shopping, in the current post-pandemic period, digital shopping is the best choice so that you can still meet your food needs while remaining safe and avoiding the risk of exposure to health problems; (4) Digital Payment, in addition to providing effectiveness in transactions, digital

payments also have an impact on payment security, especially reducing physical contact to avoid the spread of various dangerous viruses; (5) Supply Chain, *Warung Segar's* technological innovation from the original agricultural product distribution path has 6 stages now trimmed to only 3 stages, so that this can accelerate distribution time and guarantee the quality and price of products obtained by consumers; (6) UMKM Product Marketing, *Warung Segar* also provides opportunities for UMKM business actors who have food products to market products through *Warung Segar* digital marketing. This advantage also led Warung Segar to win several prestigious awards defeating similar startups.

This achievement defeated *Warung Segar's* competitors, which only emerged when market demand exploded due to the Covid-19 situation. But slowly, this kind of Start-Up began to fall one by one because it did not have a mature defense in the face of fluctuating market conditions.

Warung Segar manages the marketing, communication and sales functions under the direction of the CEO and without support from other parties because Startup *Warung Segar* only consists of the CEO, Marketing Staff, Packing Staff and driver partners. Brand is a strategic asset and is essential for *Warung Segar.* The *Warung Segar* brand is also consistent in the use of media, content, overall strategy and products. When viewed, the *Warung Segar* brand elements emphasise positive criteria, namely an emphasis on customer-centric brand value creation (Kotler, 2000). The *Warung* Segar brand element is designed to be easy to remember, pronounce and recognize with a light green color with a shopping basket icon.

Figure 4. *Warung Segar* Startup Logo
Source: Research Document

Selection of Platform Type as an External Branding Strategy

Pekanbaru City is an economic center in Riau Province, the target market of *Warung*

Segar E-commerce is households in Pekanbaru City, with a total of 242,989 households based on BPS 2023 data and until now the *Warung Segar* Android Application which has been operating for four years since launching in 2019, right in June 2023 has reached a total of 16,200 users, if we give an assumption of one user from one family then *Warung Segar* has succeeded in embracing a market of 6.66% of the total households in Pekanbaru City.

There is still a large market potential for online groceries e-commerce, therefore *Warung Segar* is trying to increase interest in online groceries shopping by making efforts in the form of branding activities. *Warung Segar* maximizes many applications for digital branding. The main channel is the company website https://www.warungsegar.id/, *Warung Segar* uses social media and Messenger Application as a Customer Service center which is directly handled by the Marketing Admin.

The social media platforms used by *Warung Segar* are Instagram, Facebook, and Youtube. While the Messenger Application used is WhatsApp Business. This use is based on differences in customer needs, such as millennials preferring Instagram, Facebook for boomers, and YouTube for millennials. In addition, *Warung Segar* has its own Mobile Application with the name *Warung Segar.*

Based on the results of the interview, the reasons why *Warung Segar* uses social media optimally include; (1) The facilitator power of social media to customers is effective when using digital devices because of the wide reach; (2) Digital tools can be used to build *Warung Segar* branding as a provider of all kitchen needs online in Pekanbaru City; (3) Able to identify trends and engagement in content shared on digital media; (4) Receive direct feedback from customers so that branding can be continuously adjusted.

Internal Branding Maximization

Building consumer brand awareness is important, but building trust internally among employees is even more important. If employees believe in the quality of the product, they will automatically communicate this to potential customers. The added value of a product or service, seen in how consumers think, feel, and perform brand-related actions, is naturally linked to the emergence of internal branding (Evans et al., 2013).

Like other local E-Commerce Startups, *Warung Segar* always instils good team spirit in each of its employees. The key to the digital branding strategy staying afloat is the employee's awareness of the institution's vision and mission work. Where he works to fully fulfil his duties. Employees also encourage the company's branding as a Local E-commerce Startup that provides kitchen needs in 1 application with the availability of more than 400 types of high quality products with an instant delivery system where there are roles from farmer partners, marketing admins, packing staff and driver partners.

Internal branding consists of activities to inform and inspire company members. Company members or employees are the main mediators of *Warung Segar* and its customers, employees are the face of the company and brand beliefs and values in their minds are very important. If employees become the company's customers, they should also be given special services. When these internal processes are well implemented, it is easier for the organization to create a strong culture that functions as intended (Evans et al., 2013).

The WhatsApp application is used as the main line of internal communication for *Warung Segar*. This application was chosen because generally everyone uses it to communicate without having to create a new account. *Warung Segar* wants its employees to be able to work comfortably, including internal communication through digital platforms. And because *Warung Segar* is still a Startup with a small size, there is still no need for a special internal application so that the use of Whatsapp Group is still very effective to become a forum for internal communication from *Warung Segar.*

Field observations show that the creation of a Startup must be consistent and become a strategic advantage through functional integration. The branding process must be market-oriented, taking into account the possibilities that will occur in the future and internal brand problems that can become a thorn in the company at any time. In order for the brand to remain current and exist, branding must be viewed as something that must be done long-term with constant adjustments and the company's channels must be monitored in order to respond quickly if negative issues arise that can damage the company's positioning.

Conclusions

Startup *Warung Segar* does brand building based on the target market, which has a huge impact on success. *Warung Segar's* brand elements focus on increasing brand equity on a customer basis. The tagline is "fulfil kitchen needs in just 1 application".

Warung Segar pays attention to the selection of digital media for company branding. differences in personality, followers and goals of each environment ultimately resulted in *Warung Segar* creating different treatments. This is done to foster interest in online groceries shopping.

In addition to a market-oriented branding approach, *Warung Segar* has an understanding of the urgency of internal branding as an embodiment of the Spirit of Goodness. Finally, this research illustrates that digital branding strategies based on integration and comprehensive treatment of brands are important in post-COVID-19 pandemic conditions where there are shifting habits in society.

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