

## **ABSTRACT**

*The phenomenon of the COVID-19 pandemic had been affecting various aspects of life, including marketing communications for educational institutions. The social distancing policy limited the direct socialization activities to prospective students at high schools. A change in the mechanism from offline to online caused a decrease in the target audience interest and effectiveness in delivering messages between the marketing team and audience. This study aimed to determine the communication planning of the Marketing and Admissions Directorate Team at Telkom University during the COVID-19 pandemic. This research used a descriptive qualitative method explained by an interpretive paradigm. Then, researchers analyzed the communication planning of the Marketing and Admissions Directorate Team at Telkom University between August 2020 and July 2021. The unit of analysis used is the 5-Step Communication Planning concept by Cangara (2017), which were research, plan, execute, measure, and report. The results revealed that the Marketing Team identified the crisis by adjusting the work team, implementation, and media. The Marketing Team also created soft selling marketing communication innovations to maintain the interest of registrants at Telkom University. Evaluation and reporting process would be arranged after the implementation process as a reference for the further communication planning activity. Research also showed that the Marketing and Admissions Directorate Team at Telkom University made several adjustments to the marketing communication plan as a form of adaptation.*

**Keywords:** *Marketing Communication Plan, Telkom University, COVID-19 Pandemic*