

# Proposed Marketing Strategy to Improve Performance of Cupumanik Sundanese Puppets and Souvenir Store

Afina Faza Khoirunnisa and Atik Aprianingsih  
*School of Business and Management, Institut Teknologi Bandung, Indonesia*

**Keywords:** Marketing Strategy, Creative Industry, Puppets Golek, and Souvenirs Business.

**Abstract:** Creative industry in Indonesia is currently increasing, in the 2015-2019 are 7.38%. With the growth of the creative industry, especially the arts and tourism in Indonesia, especially West Java, it becomes a good opportunity for craft artists, such as Cupumanik. Cupumanik is a West Java golek puppets and souvenir business located in the city of Bandung which has been famous at domestically and internationally since 1980. With good opportunities from the development of creative industries and tourism, it should be able to reach consumers in the market easily. But in reality, Cupumanik still needs to be supported by other things for increased sales. This research uses internal and external analysis to create a marketing strategy. Internal analysis of resources, capabilities, and value chain analysis. External analysis is carried out by the General Environment, Industrial Environment, Competency analysis, and Customer Analysis. The root cause of business issues is internal resources, marketing, environment, and competitors. According to that, the big problem of Cupumanik is low marketing activities. The strategies that proposed to Cupumanik to solve the business issues expand the business activities and scope, create more marketing activities, collaborate with government, travel agent, and influencer, and also create a special treatment to potential customers.

## 1 INTRODUCTION

Cupumanik was officially established in 1980 by Mr. H. Herry Hermawan. He has collaborated with the government to accommodate puppet craftsmen in Purwarkarta. The effort and hard work of Mr. H. Herry Hermawan, in 1987, he received the first award from President Soeharto, namely Upakarti as a sign of the hero of cultural preservation.

In 2009, the leadership of Cupumanik was changed to Wida Widiawati. Today, there has been a shift in market demand that puppet golek is not only a toy but can also be used as a souvenir that reflects Indonesia, especially West Java. In addition, there is a shift in interest in classical puppet models to become more modern, so that special skills and skills are needed to make puppet golek look more modern.

Cupumanik offers many types of puppets products with many size, models, and functions (like classical puppets, exclusive puppets, puppet mask, pen, lamp, decoration, etc.). Not only puppets, Cupumanik also offers traditional local souvenirs from West Java likes traditional fan, musical instrumental, miniature of Kujang, musical instrumental, and traditional stationery).

Customer of Cupumanik can watch the process of making puppets directly. The aim of that is to establish consumer trust that the original homemade puppet products by Cupumanik and show consumers that the quality of the material used to make puppets is of good quality, and also made by the hands of skilled craftsmen so they can produce beautiful puppets of good quality.

The focus of this research is a marketing strategy for increasing performance of Cupumanik. The marketing strategy will be analyzed by external and internal analysis. Internal analysis of resources, capabilities, and value chain analysis. External analysis is carried out by the General Environment, Industrial Environment, Competency analysis, and Customer Analysis, and also SWOT Analysis. That analysis is used for proposed strategies for Cupumanik to become more sustainable, have competitive advantage, and expand a market or business scope.

The decrease of performance can be expected because puppet demand is getting smaller and smaller due to a generation shift, where the current generation rarely knows about puppets because their interest is more in technology rather than culture, besides that

travelers prefer buying souvenirs are special foods from certain regions rather than souvenirs especially puppets.

## 2 METHOD

Conceptual Framework of this research are described in figure1.

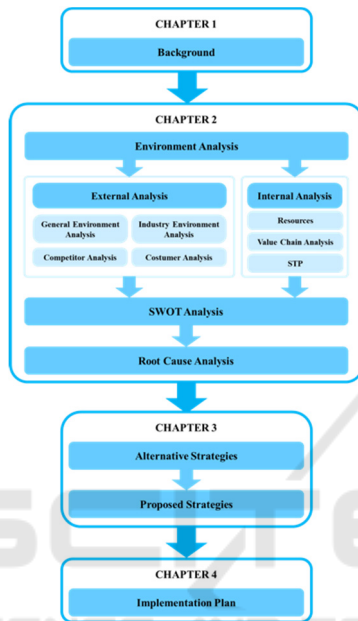


Figure 1: Conceptual Framework.

The methods of this research are internal and external analysis. Internal analysis of resources, capabilities, and value chain analysis. External analysis is carried out by the General Environment, Industrial Environment, Competency analysis, and Customer Analysis. As a result of the external and internal environment, it will be summarized in the SWOT analysis. Therefore, the root cause analysis will be developed to give alternative strategies. The business strategies will explain by TOWS matrix.

From the external analysis, the result of PEST Analysis are from the political aspect, President Jokowi makes Creative Economy Agency, with that regulation, and the entrepreneur of the creative industry can run the business with reference to the regulation. Through the regulation, it is also affected that business players can facilitate their business because of government contributions to creative industries. And also, with support of the local government, many entrepreneurs in the creative industry have the advantage of making it easier to

establish good cooperation with industry players (including suppliers and distributors) locally and internationally. From an economic aspect, the creative economy contributes a relatively small contribution to the Gross Domestic Product (GDP). The economic factor will make a good prospect to all business sector and of course for the creative industry, because Indonesia has a huge market and opportunity, and also have many resources such as material, human resource, natural resources, etc. Sociocultural aspects, the industry in the creative economy itself is open to actors of various ages and backgrounds, resulting in a significant contribution to the employment and career of the younger generation. Creative industry inclusive must provide opportunities to everyone. This opportunity needs to be utilized by business people because it can take a broad market and can absorb labour, besides that with the development of creative industries, it can create new phenomena especially young generation to be able to continue to be rich so that they can create good products or other useful and valuable selling, which can later contribute to the country. Technology aspects, the number of internet and smartphones users in Indonesia nowadays make a possibility of online business will increase and make an opportunity to businessman to change their business strategy to online. This is the opportunity for businessman for facilitating business activities, especially for promotions and sales, because consumers can easily access information about products and are easy to buy wherever and whenever so that it can indirectly expand the market of a business.

The result of Industrial Environment Analysis are:

Table 1: The summary of Porter’s Five Forces Analysis.

Five Forces	Level
Threat of New Entrants	Low
Threat of The Substitutes	High
Rivalry Among Competitor	Medium
Bargaining Power of Suppliers	Low
Bargaining Power of Buyers	Medium

From table 1 above, the threat of new entrants and bargaining power of suppliers is low. But rivalry among competitor and bargaining power of buyers is medium, and threat of the substitutes is high. This industry is quite challenging and competitive. But nowadays, this industry has potential to growth because this industry has a market.

The result of the competitor analysis shown in table 2.

Table 2: Competitor Analysis Summary.

Key Aspects	Meicyana Art	Saung Angklung Udjo
Objective	Specialty of Characters Puppets	A place for Sundanese cultural tourism destinations
Strategies	Targeting a middle customer with different segmentation such as businessman, employee, or family.	Targeting low to high customer with offers cultural performance and products (angklung and souvenirs).
Product	Character Puppets Classical Puppets Wooden Musk	Cultural & Angklung Performance Souvenirs & Angklung
Price	souvenir start from Rp200.000 Character puppets start from Rp1.000.000.	Product souvenirs Rp7.000 – Rp500.000
Place	Don't have offline store, but Crafters and Owners at Sumedang	Jl. Padasuka 118, Bandung
Promotion	Instagram and facebook, programmed in television, youtube, newspaper, and also events.	Instagram and facebook, programmed in television, youtube, newspaper, website, and events, and e-commerce.

The result of customer analysis which get the data from the questionnaire was distributed by online and directly to Cupumanik's potential customer with sample size 125 respondents regarding gender, age, occupation, residents, living in hometown, education, average expanse per month, as the art and culture enthusiast, kind of art and culture likes, as the puppet enthusiast, type of puppets which likes, source of know puppets, experience to buy puppets.

From the internal analysis, Cupumanik means to identify the characteristics and all elements derived from within the organization that is influenced and controlled by Cupumanik. The internal analysis will be explained Resources (tangible and intangible resources), Capabilities and Value Chain Analysis of Cupumanik.

Tangible Resources consist of financial resources, organizational resources, physical resources, and technological resources. From financial resources, Cupumanik sales are obtained mostly from basic puppets even though the quantity is not large but because the price is more expensive than souvenirs, making basic puppets become the main income. From organization resources, Even though in terms of quantity of more souvenir sales. Since its establishment for nearly 30 years, Cupumanik still has the same "family oriented" culture, since the existing organizational structure is only informal, only limited to owners and workers. From physical resources, The Headquarter of Cupumanik is located in H. Akbar No. 10, Kebon Kawung Bandung. Cupumanik located in the center of the city where

near from Bandung Station, Husein Sastranegara Airport, near from many hotels and restaurants, near from Mall, and near from alun-alun Bandung, so that makes an advantage for Cupumanik for grab the market. From technological resources, Use the power of the internet for marketing and sales, one of Cupumanik's marketing efforts is through the internet, such as social media and websites.

Intangible Resources consist of human resources, innovation resources, and reputation resources. From human resources, Human resource is an important part in running a business. The average employee in Cupumanik has family ties, so there is no requirement to become a Cupumanik employee, the important thing is he wants to work hard, honestly and responsibly. From innovation resources, Cupumanik's innovation is making puppets not only as ordinary displays but adding other values that can be used as everyday items such as lights, pens, key chains, bottle opener, necklaces, desk calendars, and others. In addition, Cupumanik puppets have other advantages in terms of both color and carving details, making Cupumanik have a competitive advantage compared to its competitors. From reputation resources, Cupumanik gets an award from President Soeharto as a sign of the hero of cultural preservation. Cupumanik as one of the products of West Java abroad by the Government of the City of Bandung and West Java to present the culture of West Java. Cupumanik currently has several stores both self-managed and managed by third parties, including among them in the Bandung Souvenir Shop in Dago, Sarinah Jakarta, GWK Bali, Yogyakarta, etc.

The capabilities of Cupumanik described in table 3.

Table 3: Cupumanik's Capabilities.

Resources	Capabilities
Financial Resources	Have three incomes from sell basic puppets, exclusive puppets, and souvenirs
Organizational Resources	Family oriented of corporate culture
Physical Resources	Located in the center of Bandung City, so easy to access
Technology Resources	Use the power of internet for marketing and sales
Human Resources	Have senior designer to create valuable puppets
Innovation Resources	Have diversification product such as size, function, material of batik, decided by basic and exclusive puppets
Reputational Resources	The government has been trusted to represent West Java in several countries, has several shops in several cities

The analysis of Cupumanik Value Chain are:

a) Primary Activities:

1. Inbound Logistic

The raw material for Cupumanik puppets is lame wood and albasiah wood. Lame wood is used for exclusive puppets, while albasiah wood is used for basic puppets and other souvenirs. Lame wood used by Cupumanik is only found in Purwakarta because lame wood in other areas such as Majalaya and Sumedang is not as good as the quality in Purwakarta.

2. Operations

Cupumanik workshops in Bandung, the basic ingredients of puppets are reprocessed (carved in detail, carried out coloring process to preserve and beautified, such as being given paint detail, given accessories, given clothes, and arranged to become whole puppets).

3. Outbound Logistic

After the puppets are finished and ready to be sold, the puppets are stored in the Cupumanik Bandung store while in the distribution process, the puppets are displayed according to their categories. Packaging puppets will be carried out when there is a purchase. For packaging tailored to the wishes of consumers. Distribution of Cupumanik puppets is done through courier delivery.

4. Marketing and Sales

Cupumanik does not have specific marketing plan activities. Cupumanik dominant use word of mouth marketing process and maintain the current customer, but since 2017, Cupumanik adapts to the present era that is almost everything based on the internet and start expanding to online marketing to sell their products and take new customers. Since venturing into online marketing as well, Cupumanik's sales began to increase.

5. Service

Cupumanik's services are carried out in accordance with consumer classifications. If new customers who come to the store are usually served by shopkeepers. For Cupumanik's current consumer, usually, the owner is directly served for after-sales service or to buy a new product. The owner also usually directly serves a number of special customers

b) Support Activities

1. Procurement

In procurement activities, Cupumanik did not directly buy raw material, but the crafter bought the raw material directly, so

Cupumanik bought the basic product from the crafter that had been trusted since Cupumanik was established, namely the crafter in Purwakarta. To buy other materials such as paint, accessories, and fabrics for clothing such as tile, satin, batik, and others, it was purchased from several fixed suppliers in Bandung and Majalaya who had collaborated since Cupumanik was established. But for batik cloth specifically for exclusive puppets, the owner is looking for his own suitable batik.

2. Firm Infrastructure

Cupumanik doesn't have a specific function such as strategic planning, finance, accounting, etc., because Cupumanik only focuses in sales. All function about the business activity is recorded by a simple and manual method by owner.

3. Human Resource

Cupumanik does not have specific human resource management, both owner and employees applied family-oriented culture on their organization. For the division of tasks, Cupumanik divides according to their respective expertise and duties.

4. Technology Development

In production process, Cupumanik products doesn't need technology development because the product is handicraft so made by hand. And also Cupumanik is SME business so, Cupumanik doesn't produce a product in very large quantities, so technology development not too important for the production process.

Segmenting of Cupumanik are 10-60 years, with educational level grade school or less, school graduate, college graduate, expense per month Under 2 million, >2 million - 10 million, >10 million, living in Indonesia, psychographic personality Traveller, Culture & Art enthusiast, and Artist, behaviour with use occasion for Regular occasion and special occasion, user status are Non User, Ex-User, Potential User, First time User, Regular User, attitude to product are Unaware, Aware, Informed, Interested, Intending to buy, Enthusiastic, Positive, Indifferent, Negative. Targeting of Cupumanik are 18-60 years, with educational level school graduate, college graduate, expense per month >2 million - 10 million, >10 million, living in Bandung, West Java, psychographic personality Traveller, Culture & Art enthusiast, and Artist, behavior with use occasion for special occasion, user status are Potential User, First time User, Regular User, attitude to product are Aware, Informed, Interested, Intending to buy.

Cupumanik makes a positioning as the most complete souvenir especially puppets store in Bandung.

The summarize of SWOT Analysis of Cupumanik are shown in figure 2.



Figure 2: SWOT Analysis of Cupumanik.

From the fishbone diagram which used for analyse the root cause, the big problem of Cupumanik is low marketing activities, because when you have a good product and become an old player in the industry but it is not supported by good marketing activities, how new customers will be interested.

### 3 RESULT

The alternative solution in this research will be made by TOWS analysis. The strategies proposed to Cupumanik to solve the business issues is expand the business activities and scope, collaborate with government, travel agent and influencer, create marketing activities to make brand awareness, grab more customers, improve search engines optimization (SEO), do research & development product for innovation & diversification, and create a special treatment to potential customers.

This research chooses the two strategies that proposed for Cupumanik those are an online marketing strategy and offline marketing strategy. The focus of online marketing strategy is to build product and brand awareness of Cupumanik. From this research, solution for Cupumanik to promote and advertise products using social media such as instagram, facebook, twitter), e-commerce such as Tokopedia, Bukalapak, and Shopee, and also use Search Engine Optimization (SEO). From offline marketing strategy is signboard on the main road and increase a number of distributors in other cities and countries.

### 4 CONCLUSIONS

Cupumanik is a West Java golek puppets and souvenir business located in the city of Bandung which has been famous at domestically and internationally since 1980. With good opportunities from the development of creative industries and tourism, it should be able to reach consumers in the market easily. But in reality, Cupumanik still needs to be supported by other things for improving performances.

For make a problem solving for Cupumanik business issues, the proposed solution are improved online marketing by social media and Search Engine Optimization (SEO), and offline marketing, such as put up sign board on the main road and increase a number of distributor in other cities and countries. The implementation plan for each solution describe below:

1. Put up the sign boards on the main road  
By placing signboard will make their places visible for new customer.
2. Use Google Adwords  
Make it easier to find Cupumanik by people with certain keywords will be displayed at the top of the search results page.
3. Post and develop content in social media (instagram and facebook)  
Always manage post every day and posting in peak time which many people will open their social media, and do posts as often as possible in certain times to strengthen engagement to followers and to increase the number of followers.
4. Make ads in social media  
Make ads in social media with a frequency of 1 time per week.
5. Get other income through another business activities  
Get other income through another business activities such as charging a tariff for making your own puppets, imposing a tariff or giving a policy if you buy a product of at least Rp1 million to see the process of making puppets, charge a fee for watching puppet show.
6. Make a collaboration with influencer or celebrity in social media  
Collaboration with social media influencer or social media celebrity to create and increase brand awareness of Cupumanik as a center for puppet shows and souvenirs for Bandung. That

collaboration must have legal agreement for safety action.

7. Make new collaboration with third parties or distributors

New collaboration with third parties or distributors to expand the market to other cities and countries, and this collaboration will minimize cost for Cupumanik to expand the market.

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