

Integrated Marketing Communication at Museum MACAN: Modern and Contemporary Art in Nusantara

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Abstract: Museum MACAN (Modern and Contemporary Art in Nusantara) is the first private museum in Indonesia to exhibit a collection of modern and contemporary art from home and abroad. Qualitative descriptive research using integrated marketing communication, with the Museum Museum MACAN, supports the marketing assistance of the MACAN Museum at subsequent exhibitions. Integrated marketing communication is considered a tool that can help evaluate the Museum MACAN's promotion strategies that already applied in their three exhibitions: "Art Turns World Turns," "Yayoi Kusama: Life is the Heart of a Rainbow," also collaboratiob exhibition of Arahmaiani (The Past Has Not Passed) — Lee Ming Wei (Seven Stories) — On Kawara (One Million Years). The application of integrated marketing communication must be applied and improved to build brand awareness in the community and achieve Museum MACAN's vision and mission. This research is expected to contribute to the study of integrated marketing communication, especially in the field of museums and arts. In addition, it is expected to enrich studies of communication theory and can be used as evidence of the theory of integrated marketing communication with the museum. Also, improving the quality of integrated marketing communication, especially in terms of marketing exhibitions and museum programs as a tool to increase the interest of museum visitors.

1 INTRODUCTION

1.1 Background

Museum is one of the facilities for learning. Every country in the world has a museum that is used as a place to preserve its history, record traces of the past, appreciate one's artwork, and so on. The museum according to the ICOM (International Council of Museum), is a professional cooperation body in the field of museums established by museums from around the world, is a permanent institution, does not seek profits, serve the community and its development, open to the public, gather, caring for, and displaying material evidence of human beings and their environment, for the purpose of research, education and entertainment. Meanwhile, Government Regulation No. 19 of 1995 concerning the Maintenance and Utilization of Cultural Heritage Objects in the Museum defines museums as institutions, places of storage, maintenance, security

and utilization of material evidence from the results of human culture and nature and environment to support efforts to protect and preserve the richness of national culture. Museums in Indonesia are divided into state museums and private museums. State museums are directly under the National Museum of Education and Culture, while private and corporate museums. The museum has five classifications, namely: history and archeology, national museums, natural science museums, science and technology museums, art museums.

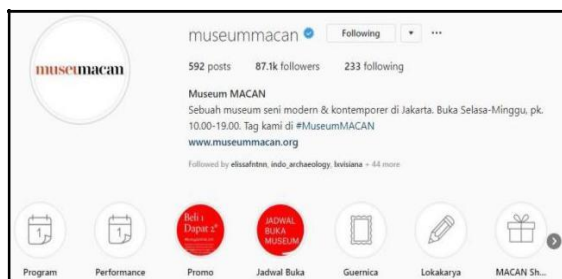
One example of a private art museum in Indonesia is the MACAN Museum (Modern and Contemporary Art in Nusantara). The museum, which was officially opened on November 4, 2017, is the first private art institution in Indonesia to provide public access to a collection of modern and contemporary art. The MACAN Museum was established with three main objectives, namely: developing and advancing awareness and appreciation of modern and contemporary art in Indonesia, facilitating cultural

exchanges between Indonesia and the world, supporting the development of human resources in Indonesia through training for art professionals. Departing from this statement, the museum must work hard to hold a large-scale promotion so that the community is aware of the presence of the Museum MACAN and its noble mission, given the role of the museum which is still unaware of the presence and essence of Indonesian society. This is often seen in museums that have already existed before, for example the National Museum, a state museum that receives more visits from educational institutions as a mandatory visit, rather than being the main destination of people traveling. Realizing this, the marketing of museums in Indonesia should be increasingly widespread, both at state museums and private museums, so that they can improve themselves to do better marketing.

The marketing of the museum itself according to The British Institute of Marketing (Lewis, 2000: 220) is a management process that carries out the mission of the museum / gallery which then identifies efficient, anticipatory, and oriented to visitor satisfaction. The museum can be regarded as an important cultural asset for a country, one form of Indonesian government support for museum marketing is the holding of 'Capacity Building Training for Professionals Museum in Indonesia: Development of Visitors in Museums: Policies, Strategies and Approaches' from the Directorate of Cultural Heritage Conservation and the museum which was attended by 30 museums consisting of a provincial museum, a museum under the ministry, and a private museum. In the activity that was held on December 4-7, 2018 in Jakarta, the participants received training and increased insight into museum marketing, especially in the digital era and how to increase public appreciation of museums with exhibition, information and public program content related to the museum as an arena culture tour.

Museum marketing in Indonesia has entered a digital era where all of them now use the internet, such as the presence of corporate websites, social media, and electronic word of mouth. The MACAN Museum itself since its inaugural program 'First Sight,' until the opening exhibition titled 'Art Turns World Turns' actually practiced marketing the museum in the digital era. Through the official Website, Instagram, Twitter, Facebook and Youtube belonging to the Museum MACAN, the museum which has held three main exhibitions is actively promoting existing exhibitions and programs. Seeing the growing concern about the issue of museum marketing and the importance of museum marketing

in Indonesia, integrated marketing communication is deemed appropriate to be one of the tools to market the museum. Integrated communication marketing itself according to Larry Percy in his book "Strategic Integrated Marketing Communications" (2008: 8) is a plan to convey a message in order to optimize specific communication goals that lead to desired behavior on the part of the target audience consistently. Integrated marketing communication can be a tool to evaluate museum marketing that has been done by the museum concerned.



Picture 1: Museum MACAN's Instagram Account.

Source: <https://www.instagram.com/museummacan/> (accessed on Monday 18th February 2019, 12:36 WIB).

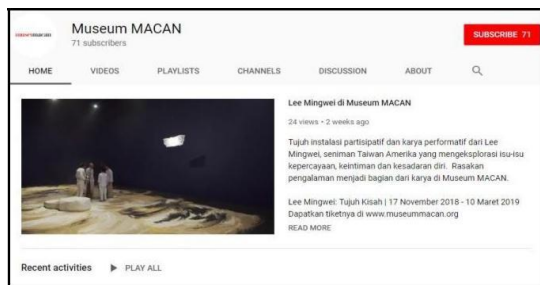


Picture 2: Museum MACAN's Facebook Account.

Source: https://web.facebook.com/MuseumMACAN/?rdc=1&_rdr (accessed on Monday 18th February 2019, 12:40 WIB).



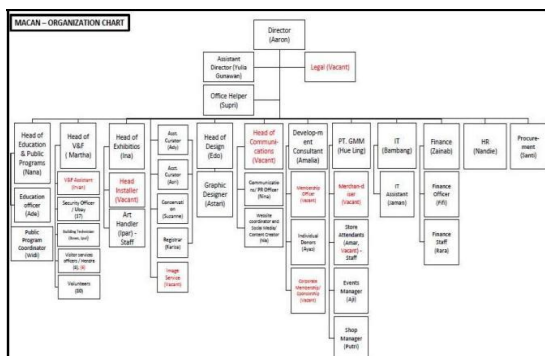
Picture 3: Museum MACAN's Twitter Account Source: <https://twitter.com/MuseumMACAN> (accessed on Monday 18th February 2019, 12:46 WIB).



Picture 4: Museum MACAN's Youtube Account.

Source: <https://www.youtube.com/channel/UCICJppDFEtRr2EBXr3tLaDQ> (accessed on Monday 18th February 2019, 12:50 WIB).

Integrated marketing communication in the Indonesian museum has been carried out several times, however, studies that have discussed private art museums have never been done before. The selection of integrated communication marketing topics at the MACAN Museum in this study will look at the extent to which the six parts of integrated communications marketing (advertising, personal sales, sales promotion, direct marketing, and interactive marketing) are used in marketing activities carried out by the MACAN Museum Communication Division. Integrated marketing communication is considered to be a tool that can dig deeper into the evaluation of the marketing of the MACAN Museum with qualitative research methods. Through descriptive qualitative methods that are supported by literature data, discussions in this journal are expected to be able to find out which marketing section of integrated communication has the most contribution and effective to be used in the marketing activities of the MACAN Museum. So that, in the next exhibition, it can become an entry for the Museum of MACAN in improving itself to be better in order to market collections and programs on target. It is expected that information and knowledge about modern and



Picture 5: Museum MACAN's Organization Chart.

Source: Author.

contemporary Indonesian art can be conveyed more widely to various circles of society.

1.2 Museum MACAN (Modern and Contemporary Art in Nusantara)

The museum that will be discussed in this journal is Museum MACAN (Modern and Contemporary Art in Nusantara). The museum located in AKR Tower Level MM, Jalan Panjang No. 5, Kebon Jeruk, West Jakarta 11530 has an ongoing program in the form of exhibitions and art activities that are committed to making art accessible to the wider public, with education as the main milestone of its programs. Some programs include the 'Art Turns, World Turns,' exhibition 'Yayoi Kusama: Life is the Heart of a Rainbow,' and three exhibitions held simultaneously: 'The Past Has Not Passed,' 'Seven Stories,' and 'One Million Years.' The three exhibitions are public exhibitions with a certain duration that can be enjoyed by visitors from various circles just by paying a ticket for Rp. 50.000,00 - Rp. 100.000,00.

'Art Turns, World Turns' is the first public appearance of the works that have been personally collected by Haryanto Adikoesoemo for more than 25 years. The exhibition which took place on 4th November 2017 – 18th March 2018 consisted of 90 collections of 800 collections owned by the Museum of MACAN with a composition of 50% of Indonesia's leading works of art and 50% from outside Indonesia.

Meanwhile, 'Yayoi Kusama: Life is the Heart of a Rainbow' is an exhibition of the work of a Japanese female artist, Yayoi Kusama, who focuses on polkadot motifs and themes as her trademark. The exhibition, which took place on 12th May – 9th September 2018, featured more than 100 works taken from other artists' and museums, as well as private collections in Japan and Southeast Asia, along with Museum MACAN's own collection of Yayoi Kusama.

The third exhibition, which took place on 17th November – 10th March 2019, titled "The Past Has Not Passed," "Seven Stories," and "One Million Years" are three different exhibitions from different individuals. 'The Past Has Not Passed' itself presents works by Indonesian artists, Arahmaiani, which have been known to the world since the 1980s. Meanwhile, 'Seven Stories' featured seven participatory installations and installation works by Lee Mingwei, a Taiwan-American artist. Finally, 'One Million Years' is the creation of a Japanese artist, On Kawara, which is displayed by involving two volunteers (male and female) to read the name of the year consisting of two parts: 'One Million Years [Past]' (contains the

name of the year in one millennium of 998031 BC) and 'One Million Years [Future]' (containing the name of the year in one millennium to 1001997 AD).

2 INTEGRATED MARKETING COMMUNICATION (IMC)

According to Bartels (1968), marketing is a process in society to satisfy its consumptive desires, which include distribution systems of participants who interact under technical (economic) pressure and ethically (socially), giving rise to transactions or transfer of ownership rights that change the market and result in exchange and consumption. Meanwhile, according to Kotler (1977), marketing is a set of human activities aimed at facilitating and carrying out exchanges. According to him, the general concept of marketing is primarily related to how transactions are created, encouraged, facilitated, and valued. In simple terms, marketing activities are a process of delivering messages by marketing a product of goods or services. In conducting marketing, communication is needed, which is one of the determinants of success in this activity.

Integrated marketing communication itself according to Philip Kotler and Gary Armstrong (2010:179) consists of five types, namely: 1) advertising, 2) public relations, 3) personal selling, 4) sales promotion, 5) direct marketing. Then, along with the development of technology, Belch (2009:18) adds one media, namely: 6) interactive marketing (internet marketing). The implementation of IMC is to build a complete consumer database and build methods of interactive communication with consumers, understanding the needs and desires of consumers, which ultimately based on these requirements and behavior patterns, will be able to offer suitable products for consumers. Then propose a unique sales proposition to meet consumer demand, and plan effective communication tools for interactive communication with consumers.

Advertising defines advertising as various means of communication that are used by marketers to disseminate non-personal information about products, brands, companies or outlets funded by sponsors (Kotler, 2002:658). Advertising plays an important role in marketing because advertising will make a brand have brand awareness (known to the public), strong brand association (have a good perception of certain brands), perceived quality (perceived by consumers to know the product is part of a quality product), and brand loyalty (have loyal

customers). In the application, advertising media can be divided into three types, namely print advertising media (press advertising), electronic advertising media, and outdoor advertising media.

Public relations according to the Institute of Public Relations (1984) is an effort that is generally carried out by companies to build and maintain a positive image of the company in the eyes of consumers, employees, shareholders, trade bodies, suppliers, government officials, and society in general so that later it will lead to public opinion that is profitable for the company. Tools commonly used in public relations in building awareness, knowledge, opinions that build a company image in the eyes of consumers, including:

a. Event

Companies can create events related to the company itself, such as press conferences, seminars, workshops, etc. to attract consumers' attention when introducing their products.

b. Sponsorship

In helping launch new products the company can use the method by sponsoring the event. Companies can sponsor products, money, or company names on an ongoing activity or program.

c. News

Public relations has the duty to create consumer awareness by searching for and containing positive news about the company, products, services, and figures in the company so that it has a good image in the eyes of the public.

d. Product Placement

Usually companies will contribute in financing the production of films or TV shows with company product agreements to be used in these films or TV shows. Product placement is a relatively cheaper way to get consumer attention in the mainstream media without having to pay for air time.

e. Corporate Social Responsibility (CSR)

CSR is a concept or action taken by a company as a sense of corporate responsibility towards the environment around the company, such as conducting an activity that can improve the

welfare of the surrounding community and protect the environment.

Personal selling is a sales technique that uses personal personnel who are trained to be able to conduct two-way communication to consumers with the intention to influence someone to buy in order to succeed sales and build relationships with customers (Kotler and Armstrong, 2010:112). Individual and personal communication in personal selling allows sellers to tailor messages based on the specific needs of prospective buyers.

Sales promotion is a program and special offer in the short term that is designed to lure consumers (mostly directly to end consumers) who are related to make positive purchasing decisions. Basically the purpose of doing sales promotion is to influence consumers so that purchasing activities occur or make consumers want to use products regularly.

Direct marketing according to Belch (2009:20) is an act of communication carried out by the company with a personal approach to the target consumer to generate a response (inquiry, purchase, support) or transaction. Now with the development of existing technology, direct marketing types such as Location Based Advertising (LBA) have emerged that combine mobile advertising and location based service. The benefits of this promotion are the right target customers, the right target location, and on time. However, if the SMS ad appears too often, it can disrupt consumers and consider it spam, which can affect the company's image in the eyes of the public.

Interactive marketing (internet marketing) in integrated marketing communication was initiated by the development of communication and internet technology that has developed in such a way as to make the internet a new communication medium that cannot be separated from human life. Currently we can do business from anywhere provided we have an internet connection. This makes the marketing trend continue to grow and develop very rapidly, which makes conventional marketing (off line) begin to switch to a digital marketing (on line). Some digital marketing activities include corporate websites, social media, online advertising, direct marketing e-mail, and so on. In general, there are two types of digital marketing, namely:

a. Push Digital Marketing

This type of digital marketing provides information to consumers by actively viewing or receiving digital advertisements. Some of the marketing strategies included in this category are the creation of blogs,

websites, advertising on various websites, sending promotional emails to consumer e-mails, and sending SMS or WhatsApp products to consumer cellphone numbers.

b. Pull Digital Marketing

In contrast to a digital marketing push, pull digital marketing involves consumers to search, view, and retrieve information directly through sites or search engines about the products or services they need. Usually, consumers search for this information through a website, blog, or social media hashtag that provides the information they are looking for. The use of SEO (Search Engine Optimization) in this type of digital marketing can indirectly help the success of this strategy. This is because SEO allows a website or blog from a product to be on the first page of search results on search engines, so that it will increase the likelihood of being seen by consumers.

The marketing described earlier is general marketing which is usually used in the trade of goods. Museums are service providers, have different products with the providers of products in the form of goods. Service products can be divided into tangible (real or visible) and intangible (not real or invisible). Tangible services, for example, are souvenir shops, cafes, publishing, etc. While intangible services are those in the form of experiences such as visits to museums, lectures, seminars, identification services and services to answer questions, etc. (McLean, 2000:235). Even service providers that are profit and non-profit companies have differences. Usually, museums are non-profit institutions because the ownership is owned by the government / state.

A museum should have its own marketing department to run museum marketing programs (Lord and Lord, 2000:120). The marketing department is located in the map of museum organizations, while marketing management is the most important part of the museum. Marketing management consists of: curators, that is, people carefully about how an exhibition is promoted and whether the public visits it; space guards and management staff of museum visitors, namely people who welcome visitors through each door; development staff, namely people who know of additional members and donations from the public; and financial staff, namely people who see substantial improvements on the 'bottom line' when there are additional employees. Although it is a non-profit organization, museum marketing management also calculates the increase in museum staff income and museum profits that come from every visit to the

museum. In addition, marketing management also identifies the state of the museum, determines the potential target market of the museum, and communicates effectively with these target markets. Another task of museum marketing management is to continually repair museums, not only repairs to museum collections and buildings, but also service products to meet the needs of visitors. That way, visitors will feel satisfied and willing to return to visit the museum again.

The museum marketing activities are essentially carried out with the aim of getting responses from visitors. Therefore, management and program staff need to develop a more intimate relationship with visitors, more than what can be obtained from surveys, reports, and comment cards. It would be difficult to create a visitor service orientation for museums if management, curatorial educators, and programmers do not work together, especially during weekends or holidays. Another way of marketing the museum is by holding an exhibition, showing that the words on the label are easy to digest, etc.

3 METHODS

This research uses qualitative methodology with descriptive type. The priority in descriptive qualitative research is to explain the phenomenon under study: what happened, why it happened, and how it happened. And, aims to understand a social situation, events, roles, interactions, and groups. According to Denzin and Lincoln (Herdiansyah, 2011: 7) qualitative research is aimed more at achieving an in-depth understanding of a particular organization or event than describing the surface part of a large sample taken from a population. This research is also aimed at gaining a fundamental understanding through the experience of researchers who directly process and merge into an inseparable part of the subject and background that will be examined in the form of actual reports, what they are, and actual field notes. Therefore, a qualitative approach is chosen in order to be able to understand in depth about the marketing communication strategy by being directly involved with the research subject.

Qualitative research is a process of inquiry to understand social problems or human problems, based on the creation of a holistic picture formed by words, reporting the views of informants in detail and arranged in a scientific setting. This study uses a qualitative method to provide a comprehensive picture of the integrated marketing communication

used by the Museum MACAN in each exhibition and program, by observing social media and the official website of the MACAN Museum as the initial stage.

4 RESULT AND DISCUSSION

4.1 Integrated Marketing Communication (IMC) at Museum MACAN

The things done by marketing management are part of the marketing strategy of a museum. The task of a marketing manager is to effectively monitor the brief, and coordinate so that all tasks are completed on time, make sure that everything is included in the museum budget, and improve its quality in accordance with what has been agreed upon (Lord and Lord, 2000:121-122). The existence of the Communication and Marketing Division at Museum MACAN has applied several types of integrated marketing communications, including: public relations, sales promotion, direct marketing, and internet marketing.

Public relations that have been carried out by Museum MACAN for the examples are:

1. Event for example: Night at MACAN "Ayo Disko!" Held on December 15, 2018, MACAN Screening "Beuys" (2017) held on December 21, 2018, MACAN Music "Workshop and Performance" held on December 25, 2018.



Picture 6: 'Ayo Disko!' Poster Source: <https://www.museummacan.org/events> (accessed on Monday 18th February 2019, 22:36 WIB).

2. News for example reporting on the Museum of MACAN in various media, both in domestic print media (Jakarta Post) and abroad (Time).

There are many ways for museums to be able to improve their communication and services, including sales promotion: prioritizing repetition of visitor visits and adding museum members.

Procurement of membership facilities at Museum MACAN opens opportunities for anyone who wants to get special privileges in visiting. Promotions provided can be an attractive choice, for example, each member can buy one free ticket for members and one ticket for a 10% discount for non members. In February 2019, there is also a promo for buy 1 get 1 for everyone.



Picture 7: Museum MACAN in the News Source: <http://time.com/collection/worlds-greatest-places-2018/5366675/museum-macan-jakarta-indonesia/> (accessed on Monday, 18th February 2019, 21:36 WIB).



Picture 8: Museum MACAN's Ticket Promo Source: [https:// www.museummacan.org/events](https://www.museummacan.org/events) (accessed on Monday 18th February 2019, 22:36 WIB).

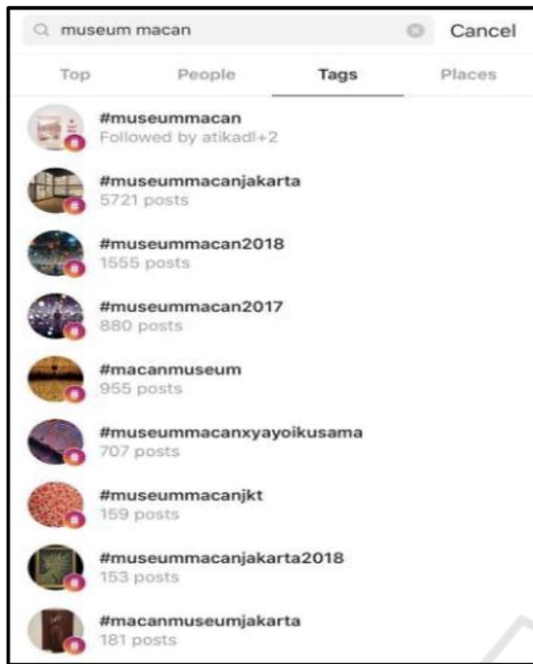


Picture 9: Museum MACAN's WhatsApp Message.

Source: Author

In addition, direct marketing carried out by Museum MACAN is more for those who have become members, such as e-mail and WhatsApp messages that are always sent when Museum MACAN is holding a promo or activity. For non member, they can click 'newsletter subscription' down below the official website of Museum MACAN and they can type down their e-mail address to get all the promotions and information. Museum MACAN will send it through subscriber's e-mail.

Internet marketing is one of the most frequent and intense marketing methods carried out by Museum MACAN. Internet marketing carried out by Museum MACAN includes pulling digital marketing such as Museum MACAN's social media activities on Twitter, Instagram, Facebook, and Youtube. On Instagram itself, the hashtag (#) Museum MACAN often adorns the page 'tags' (#museummacan).



Picture 10: Museum MACAN’s Hashtag (#) Source: instagram.com (accessed on Monday, 18th February 2019, 11.00 WIB).



Picture 11: Engagement Party at Museum MACAN Source: instagram.com (accessed on Monday, 18th February 2019, 10.00 WIB).

Marketing the museum is not only with museums that reach visitors, but also vice versa. By renting museum facilities for certain events, for example weddings, auctions, office events, etc. can bring the museum closer to potential visitors, sponsors and donors. People will more easily remember the moments that hit their hearts, whether it gives the impression of good or bad, such as events carried out by important families in the museum, wedding

receptions at the museum grounds, to children's birthday parties in the museum. The request to hold an event at a museum can create a new marketing strategy, namely leasing buildings to gain other benefits from companies, foundations, etc. Not forgetting, presenting quality service in negotiating rental agreements must reflect the museum's orientation in terms of visitor services (Lord and Lord, 2000: 126).

4.2 Evaluation of Integrated Marketing Communication (IMC) at the Modern Museum and Contemporary Art in Nusantara (MACAN)

Integrated marketing communication through internet marketing such as corporate websites, social media, electronic word of mouth is widely used and most of them prove to be more effective than advertisements in mass media. The existence of an official website will be a source of information about the museum and the programs it runs. A website that is in the form of image based, so as to make it easier for visitors to explore the website and see content that can be accessed by them. In addition, the use of social media can be a medium for interacting with target visitors to engage them through conversations in social media.

The presence of Museum MACAN also enlivened the museum and gallery scene which exhibited a collection of modern and contemporary art in Indonesia, especially Jakarta. This museum is a place that is very much awaited by the public to hunt instagrammable photos. Seeing the high enthusiasm of visitors at the exhibition 'Yayoi Kusama: Life is the Heart of a Rainbow' assured that the Indonesian people are still unfamiliar with the content offered by the Museum of MACAN, because they mostly only come to take pictures, it becomes a note that the mission carried out by the Museum MACAN has not yet reached the community. The third exhibition is not as busy as the first and second exhibitions. Arahmaiani, Lee Mingwei and On Kawara are very different in their respective ways, seen from the theme and form of their work. Maybe ordinary people feel too heavy in understanding the purpose behind these amazing works.

The process of marketing the museum is a continuous process. Therefore, the museum marketing manager must work with the evaluation division, curatorial division, program division, and visitor development and service division, museums can benefit greatly by learning about the successes

and failures of other museums that have a size and scope that same. This is called comparable analysis which consists of in-depth interviews with staff from equivalent institutions. In addition, analysis of a 'best practice study' can also be carried out by identifying examples from other institutions that have achieved success. Then, analyze the marketing methods they use and apply them to the museum's marketing strategy.

Museum MACAN can use data mining also to attract more visitors by opening suggestions about biodata compilation of certain open tab visitors. For example, this application can consist of a form for visitors to fill in your personal data that contains a website page, or a small survey form every tab is opened on the website page, or a meeting form, and so on. The data that enters the Museum MACAN server will then be processed into information to hold exhibitions or upcoming activities, distribution of visitor segments (age, gender, same characteristics, etc.), and much more. All of these data can be processed properly so that it can help market the Museum MACAN in the middle of the Y generation, which is a generation consisting of productive generations.

Beautiful things to upload on Instagram <http://www.serbatahu.com/arti/gaul/instagramable> (accessed on Monday, 18th February 2019, 14.00 WIB).

With data mining, the MACAN Museum can obtain valuable information that can be used to determine the next exhibition or event, which can be approved according to the target, so many visitors will attend. With digital mining, visitors can be netted more and the museum can create programs that suit the needs of the community. Museum MACAN needs to add programs specifically for people who have special needs such as deaf or Alzheimer's. It serves to serve the community, so that it is appropriate to prioritize moral and social responsibility that every community joint deserves the same opportunity.

Despite of the promotion, visitor services including the price of sign-in, retail sales, retail, rental and food services, as well as general visitor services greatly affect the quality of the museum's attitude to the public. These services are often run by the administration, full or part time staff, and volunteers, which makes the museum need a lot of people to get involved and communicate directly with visitors, compared to museum employees who are behind the scenes (office).

Field staff plays a major role in maintaining museum relationships with visitors because they are the 'face' of a museum. Staff such as security and

information staff or ticketing (especially if you have to pay for an entrance ticket) are the key to forming a museum (attitude) attitude to the public because employees at the ticket desk have the opportunity to 'sell' the museum every time a visitor asks. So, to create a positive impression for the museum in the middle of the community, museums should also make employee training an important thing in the marketing process. These staff must be seen as implementing visitor services, not only seen as employees of ticketing system operators. Ticketing staff also serves to record visitor data, such as number, gender distribution (number of men and women), etc. (Lord and Lord, 2000:124-125). The security staff besides functioning as security guards, they should also be swift in responding to the needs of visitors, for example by giving wheelchairs, doing first aid, giving directions, and reminding visitors to leave their belongings. Another thing that can be considered in museum marketing is retail service. Important services are not important in strengthening relations between visitors and the museum has not escaped the attention of visitors. This is because they can assess the quality and uniqueness of museum products, personal services carried out by shop staff and volunteers, and the atmosphere when making purchases at the store. Museum products brought by visitors or purchases made at the store to be used as gifts, including a museum card or label about the product also help the museum because it can serve as a memento of the visit and introduce the museum to gifted people. Shop museums can expand their services by: opening satellite shops on busy streets, markets and shopping centers, placing product trademarks at other museum shops; sell their products through retail stores; have a national and international sales catalog, either through mail order catalogs of the museum itself, in collaboration with other museum catalogs, or market catalogs (niche market catalogs); through the museum shop's own website by opening a shop on the internet.

In addition to museum shops, the museum can also provide restaurant or café services to add to the visitor experience (visitor experience) by providing opportunities for rest and refreshments. On the other hand, this service can also be a place to socialize and meet friends. The food and drinks provided must be of prime quality in order to extend the time visitors visit in the museum, which leads to visitors wanting to visit again.

5 CONCLUSIONS

Activities (events) at the MACAN Museum can be used as a means to promote modern and contemporary art more broadly for a lay audience. To realize and maximize the role of the museum in accordance with its ideals of becoming an educative art institution, the MACAN museum manager has been good at implementing existing programs. In addition, it is necessary to improve the quality of integrated marketing in the Museum of MACAN, especially in terms of marketing exhibitions and museum programs as a tool to increase the interest of museum visitors. The MACAN Museum can consider using digital mining in its digital marketing. With digital mining, visitors can get more and the museum can create programs that are in accordance with the needs of the community. The MACAN Museum is also felt to need to add programs specifically for people who have special needs, such as deafness or Alzheimer's. This is done to serve the community, so that it is appropriate to prioritize moral and social responsibility that every community joint deserves the same opportunity. That way, the vision and mission of Museum MACAN as a senior institution in Indonesia in educating visitors to be able to enjoy museums and artworks, can be carried out and channeled appropriately. In addition, the most important thing is that the museum is no longer only considered a place of learning, but also entertaining

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